



Comune di
Milano

IL CAPITALE URBANO

Five years of policies focused on innovation,
inclusion and local development in Milan

End of Office Report
of the Department of Labour, Productive Activities,
Commerce and Human Resources
2016 | 2021







With this new edition of the “Capitale Urbano”, I wish to say goodbye to the Municipal authorities and the role of councillor I covered for two terms of office. The first time Giuliano Pisapia appointed me I was 32 years old and my ambition was to

pursue a collective pathway, to find answers together with the many youths who like me were looking for a place in Milan in which to build a solid future, to find a good job, to express their creativity, and live in culturally and socially vibrant neighbourhoods.

Ten years and eight national governments later, amongst global, economic and pandemic crises, moments of great development and international aperture, I find that I have combined all the economic delegations of the Municipality and the labour policies, internal and external, with some key ideas carried forward in each direction.

While browsing the pages of this work, I also find confirmation of a pathway undertaken together with many others. What mostly prompted me was the challenge of a method, rather than an objective: to make protagonists out of those who were not born in such shoes, to capture the energy “from below” of citizens, local organisations and companies with a social impact to channel them into the city governance process. Behind every number, a face. Every page a memory. I relive the first makers, the digital craftsmen looking to be heard, the self-employed gathered almost like illegal immigrants in coworking projects, which then became places of privileged experimentation of certain territorial welfare policies, the times, the forms of hybridisation of spaces and functions. Then the stores opened in less central streets, supported in exchange for a “bet” on social animation that often exceeded all expectations. I see myself back in Seoul in 2017 with the Mayors of the major cities in the world gathered to discuss a “good

work” pact, and I see at our tables the tender contract workers telling us the nightmares of having to deal with insecurity and pirate contracts. I think back to the efforts of the trade unions and enterprises to set themselves rules that are both feasible and fair, sharing protocols that today serve as models.

Alongside my effort to accompany and boost the dialogue between the city and sectors with an international vocation such as fashion, design, tourism, but also high university education and research, I also focused on “our own” projects, which have received national and European awards: the revolution of agile working, the circular economy, with the energy transformation of entire streets, the Manifattura Milano programme to bring production back to the city, the collaborative economy that has demonstrated its strength in the face of the tragedies of an unimaginable 2020.

Like everyone else, I will never forget the pain and losses that the spreading of the Covid-19 pandemic imposed on us, the borders closed, the delimited spaces, the deserted streets. And yet, looking back to those months, I will remember the courage of the riders who, almost alone, rode their bicycles around the city, our efforts to give them the protection they needed within a dialogue process that never failed. Then, almost immediately, the emergence of the solidarity energies of the neighbourhoods, gathered together in the Milano Aiuta platform, the demonstration that having bet on proximity guaranteed an otherwise unimaginable force.

The social and not just economic value of the neighbourhood enterprise is now a recognised aspect and the hybridisation of spaces an added value. It is based on the sustainability of the services that blend together and on their ability to upgrade themselves thanks to the technology and the effort of social innovation of those who animate them. The answer to this call was amazing, think of the

success of the Scuola dei Quartieri that school of social innovation we invented to allow the energies of the different areas of the city to explode, to provide a method and a trigger, and which today are the patrimony of hundreds of people, youngsters and older populations, ready to take their next leap. Finally, a special mention goes to all my staff, because without the dedication and the open mindedness and competence of many of my collaborators, nothing would have been possible.

We tested some of the proposals concerning work organisation and the welfare of workers in-house to begin with, involving almost 15 thousand Municipality employees. Timing, territorial welfare, anti-discrimination, equal opportunities to those who choose to become a parent, to break down those unwritten practices that penalise women, which often result in greater effort being required of them in order to become successful in their jobs.

That is why I will sign this “Assessora” (Female Councillor) I already suffered in the past, with the approval of the resolution on gender language, the attacks by those who claimed that it was a waste of time at the very least. I hope, however, that the pages that follow show that at least we put in the time and effort required: recognising that behind every idea, every project, every battle, there were women and men, whereby nothing detracts from the political nature of the actions accomplished.

Cristina Tajani

Councillor for Labour Policies, Productive Activities, Commerce and Human Resources
Municipality of Milan



A second five-year term of innovation, inclusion and local development policies and projects in Milan ended in 2021. Five years that have seen the Urban Economy and Labour Directorate carry out a series of activities, first based on facilitation and then on

support, aimed at contributing to the creation of an innovative city yet one that is cohesive and careful to ensure no-one gets left behind.

If on the one hand, the city experienced a period of rapid and sometimes turbulent growth in the post-Expo period, on the other it has had to address the consequences of the pandemic, which required rapid and effective adaptation with activities aimed at investing more in active inclusion and cohesion policies. The main competitiveness factor for Milan is seen in the multi-sectoral and multidimensional economic-productive model. In fact, the economic fabric of the city is based on the synergy between research, industry, trade, innovative services and finance. A system that embraces small and large enterprises: from small family businesses to foreign multinationals (of the 14,000 located in Italy, 5,300 are located in the Milan district), large enterprises (91 with annual turnovers of over 1 billion euro), medium enterprises with a high international vocation, innovative startups (around 2,300 equal to 19% of the total number in Italy), almost 650 innovative SMEs and 41 incubators and accelerators.

But the urban "system" only becomes competitive and attractive if it harmonises the development of both its technological-productive and its social-inclusive aspects, starting from its vocations and its territory intended as a stratification of physical, material and economic capital, but also cultural and social. For this reason, and to avoid creating parts of the city that were running ahead and parts running to keep

up, technological and economic innovation were engaged as the foundations for the processes of social innovation aimed at the inclusion and sustainable growth of the entire system.

It was with this in mind that in addition to the "traditional" support activities, the policies and projects of the Urban Economy and Labour Directorate also focused on startups, smart cities, vocational training and labour, as well as trade, identifying new targets, tools and methods of intervention giving rise to innovative and in some cases experimental projects. It is worth mentioning some of those referred to in the report. The covered municipal markets (CMM) are expanding to embrace new social, cultural and aggregative functions; not simply areas of procurement but recognisable and recognised points of reference for the district, developing trade but also social and sharing aspects. They represent local scale infrastructures with enormous potential such as training centres, providing valuable functions such as knowledge, distributed in the suburbs and in the semi-central areas. Attention to the less central districts is also seen in several different projects: the Fabriq Quarto call for proposal with the experimentation of neighbourhood innovation, support for social impact enterprises in Lorenteggio, or the important chapter of social innovation with the District Schools and the confirmation of the civic crowdfunding tool, just to name a few. The activity related to "Manufacturing", which is witnessing a gradual return of production within an urban context, captures a new development target not only founded on the tertiarisation of the economy, focusing on knowledge and know-how, generating work, hybridising spaces and skills.

The pandemic, however, dictated a change of pace. Projects were created that substantiate the Adaptation Strategy identified by the Local Administration and, in particular, the "15-minute city", supporting the proximity companies during the lockdown with specific calls for tender such as "Start up for Milan 2020", "Prossima Impresa" and services such as "La Spesa a

Domicilio" as part of the broader scale "Milano Aiuta" project or life-work reconciliation projects. Work related topics have reconquered the top rankings on the public agenda, not only because of the wide use of agile working policies, but also because of the immense commitment to ensuring superior quality work, attention to safety and the occupational integration of vulnerable groups. The collaboration with all the other actors involved has made it possible to lay the foundations for a shared "labour pact" that will also be put in place using PNRR resources.

The method has been consolidated: the sharing of the vision, the public-private partnerships, the construction of networks (coworking spaces, fab labs, etc.), have been confirmed as a vital element required to achieve significant results. This method represents the ability of the Administration to contribute to rendering the rebirth of Milan "public and shared". The fashion, design and creativity policies are one such example. Moreover, the European projects managed by the Department also played a significant role, such as, for instance, Sharing Cities and Open Agri, which leave realised and operational infrastructures on the territory, reference communities composed of citizens, enterprises and third sector entities. They also relaunch new projects based on the circular economy and urban metabolism, consolidating Milan's positioning at an international level.

A five-year period in which we were never bored, thanking all the collaborators and "travel companions" outside the City Administration offices, who invested their skills and passion.

Renato Galliano

Director of Urban Economy and Labour
Municipality of Milan

○ #Milano Imprese e Startup	page 6
○ #Milano Commercio	page 16
○ #Milano Formazione	page 26
○ #Milano Innovazione Sociale	page 36
○ #Milano Manifattura	page 46
○ #Milano Lavoro	page 56
○ #Milano Smart City	page 66
○ #Milano Creativa	page 76
○ #Milano Agrifood	page 86
○ #aboutus The Department	page 96
○ #aboutus The Directorates	page 98

#Milano Imprese e Startup

Policies for **innovation and the local economy** to ensure nobody is left behind.

In recent years – from the end of the 2011 financial crisis to the beginning of the lockdown – Milan has grown exponentially. Also thanks to the drive provided by Expo 2015, the city has attracted talents, tourists and investments. Enterprises have grown in number and size, generating wealth and work. But, as in the case of all large cities of the western world, moments of rapid economic growth also carry the risks of rising inequality. Especially in the most fragile areas of the city.

For this reason we focused our work on two top priorities: on the one hand, to support the innovation ecosystem and, in particular, innovative startups able to generate a social impact on communities; on the other hand, to help small local enterprises and shops that make our districts more vibrant and safer to live. With the arrival of the pandemic, Milan suffered more than the rest of the country. During the year of the health crisis, therefore, we collected and invested every available resource to strengthen this strategy: innovation, inclusion, and proximity to ensure growth for the city and that nobody is left behind.

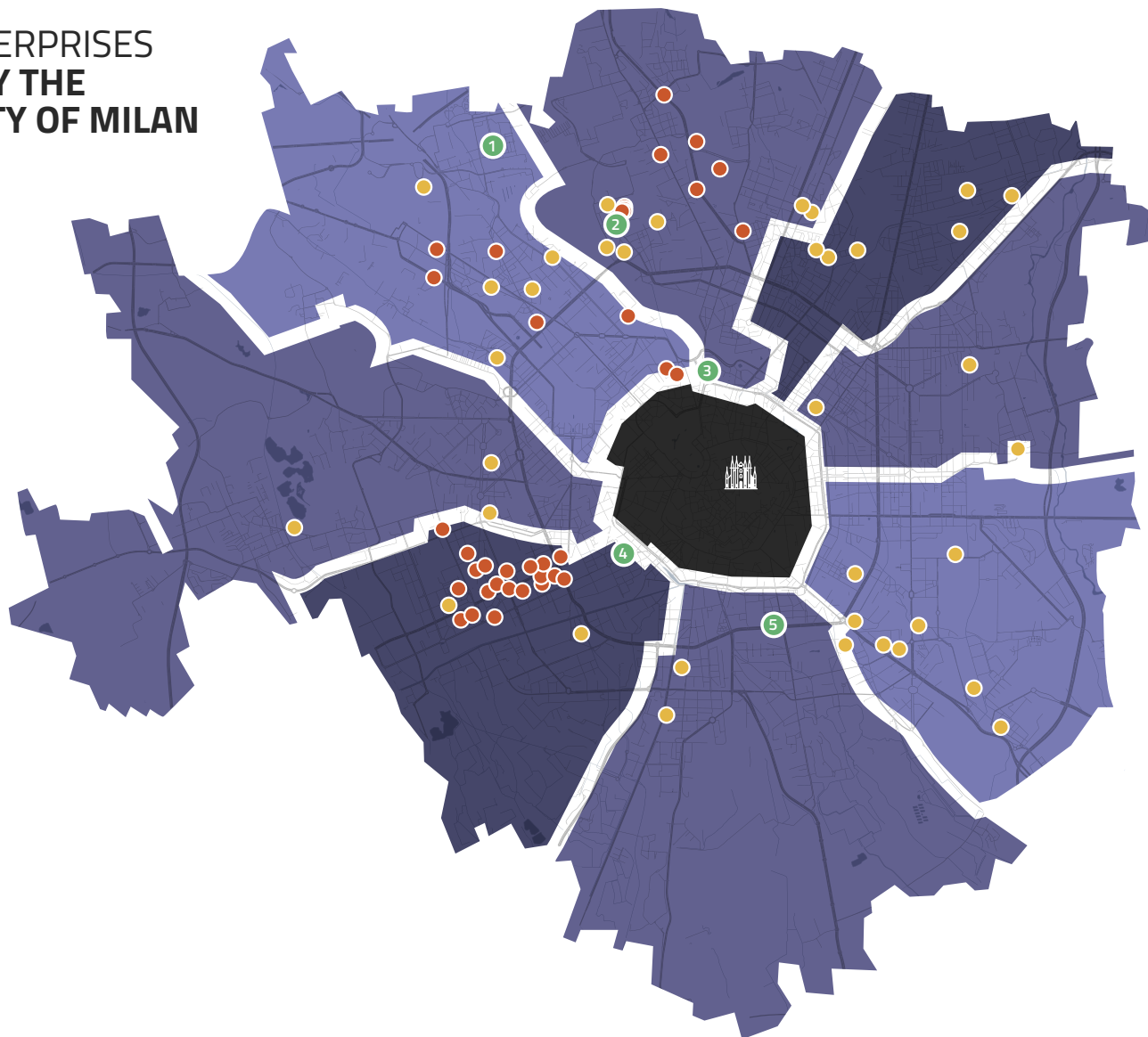


Renato Galliano
Director of Urban Economy and Labour
Municipality of Milan

MAP OF ENTERPRISES FINANCED BY THE MUNICIPALITY OF MILAN



IL CAPITALE URBANO
Five years of policies focused on
innovation, inclusion and local
development in Milan



Incubators and accelerators

- 1 FabriQ
- 2 PoliHub
- 3 Milano Luiss Hub
- 4 BASE Milano
- 5 Smart City Lab

Local shops

Social impact enterprises

The Municipality of Milan
for enterprises and startups
2016 | 2021

5

Incubators and Accelerators
spaces for innovative start-ups created or
supported by the Municipality of Milan

50

Local shops
local enterprises
financed through the calls
for proposals of law 266

44

Social impact enterprises
start-ups and financed
enterprises, capable of
generating a positive spillover
on the neighbourhood

INVESTED RESOURCES AND GENERATED IMPACT

12,2

million euros
Total investment
2016 | 2021

8.073

Jobs
Number of employees in
offices located in Milan

A rich ecosystem for entrepreneurship and innovation

The key strength of Milan's economy is its ecosystem consisting of multinationals, micro and small-medium enterprises, innovative startups and scaleups, trade institutions and associations, banks, financial institutions and venture capital, universities and research centres.

Since 2012, the Municipality has invested over 45 million euro to boost the Milan-based ecosystem, mainly in three different directions:

- **contributions to micro and small enterprises and innovative startups**, especially in the early stage where it is more difficult to raise private investments
- **networking of spaces and services available** in the area such as coworking, spin off spaces, fablabs and makerspaces
- **support for innovation spaces and services**, such as business accelerators and incubators

Innovation spaces

7.2
million euro

Contributions to
innovative businesses
and startups

37.6
million euro

Services
for networks

1.1
million euro

Glossary

Innovative startup | according to the definition of the Ministry of Economic Development - is a young company, with high technological content, and strong growth potential. Since 2012, innovative startups are registered in a special Unioncamere register and enjoy special facilities for the first 5 years from establishment.

Scale-ups | innovative startups that have reached a turnover and/or have collected investments in excess of one million euro.

Enterprise Incubators and Accelerators | are services specialised in supporting the birth and growth of innovative enterprises. In their initial phases, startups can access training, mentorship, support during meetings with investors, and an environment in which new ideas, projects, and collaborations can be developed.

The numbers of the Milan ecosystem

2,103 Startups



126 Scaleups



41 Accelerators

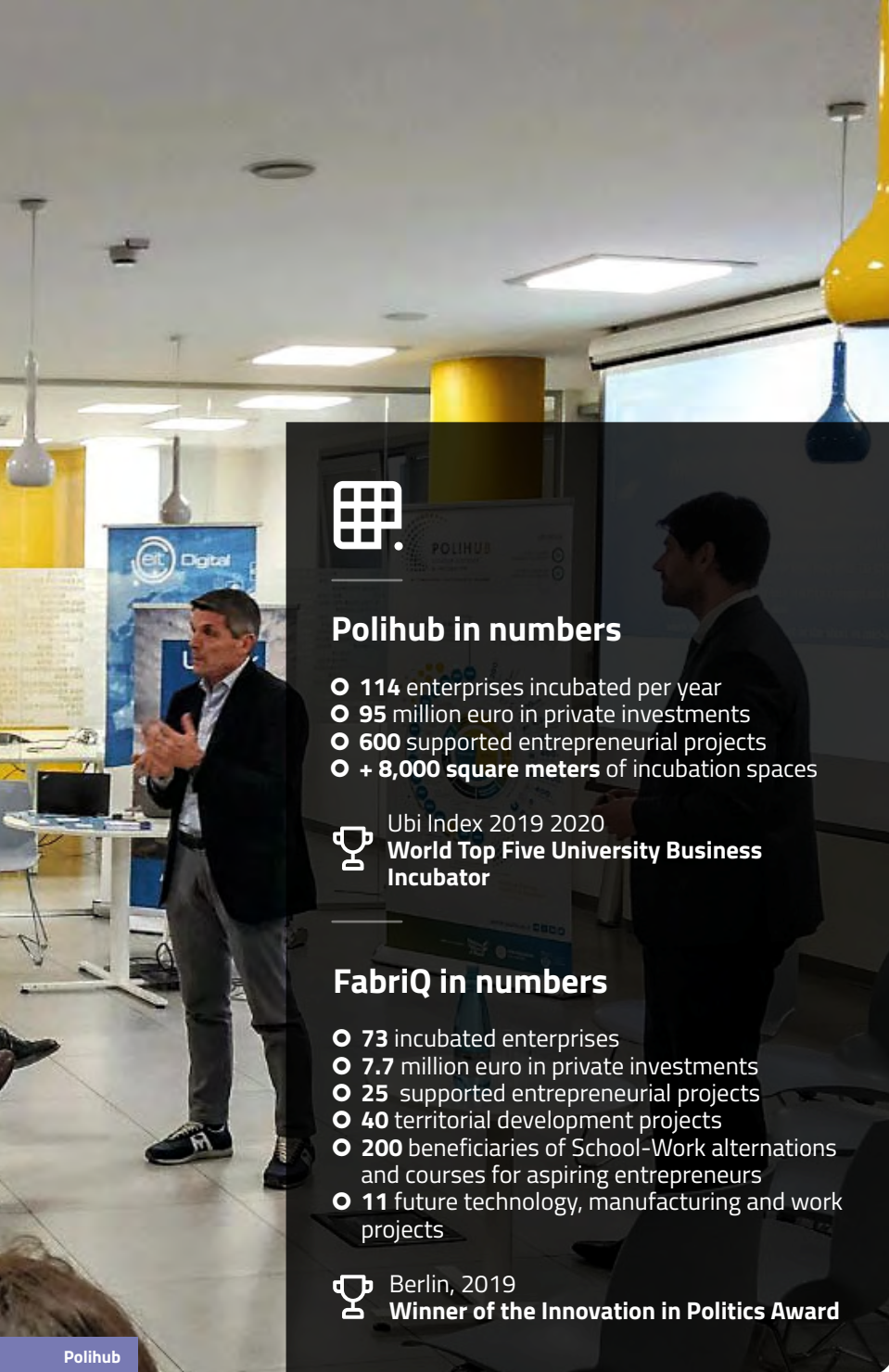


5,300 Multinationals



Top 100 emerging ecosystems

The 2020 "Genome Startup" report that compares the innovation ecosystems around the world, ranks Milan in #30 place out of the 100 emerging ecosystems that "are gaining relevance and impacting the global startup scenario significantly".



Polihub in numbers

- 114 enterprises incubated per year
- 95 million euro in private investments
- 600 supported entrepreneurial projects
- + 8,000 square meters of incubation spaces



Ubi Index 2019 2020
World Top Five University Business Incubator

FabriQ in numbers

- 73 incubated enterprises
- 7.7 million euro in private investments
- 25 supported entrepreneurial projects
- 40 territorial development projects
- 200 beneficiaries of School-Work alternations and courses for aspiring entrepreneurs
- 11 future technology, manufacturing and work projects



Berlin, 2019
Winner of the Innovation in Politics Award

Enterprise incubators and accelerators

In Milan there are 41 innovative enterprise accelerators and incubators, 19% of these structures operate at a national level. Since 2013, the Municipality has invested in the network of incubators and accelerators in Milan, supporting the startup of the incubator at the Bocconi University SpeedMeUp, Milano Luiss Hub for Students and Makers, BASE Milano and the future Smart City Lab. Some of the incubators promoted by the Municipality, such as PoliHub and FabriQ, have received important international awards.

Polihub | The incubator of the Politecnico di Milano

Thanks to the alliance between the Municipality of Milan and the Fondazione Politecnico di Milano, PoliHub was born in January 2013: innovation park and startup accelerator of the Politecnico di Milano. **Over the years, Polihub has supported over 600 innovative, high-tech startups and enterprises** that have raised more than **€95 million** in private investment.

In 2020, Polihub was named one of the top 5 university incubators in the world according to the UBI Global Index of the University Business Incubator of Stockholm. Thanks to an agreement signed with the Municipality of Milan, in 2024 PoliHub will move to a new futuristic facility in new Gasometer Park, in the Bovisa Goccia district.

FabriQ | A home for social startups

Transforming a former underutilised library in the Quarto Oggiaro district into the first incubator entirely dedicated to startups with a high social impact. FabriQ was founded based on this idea, in the municipal spaces of Via Val Trompia 45A: Incubator owned by the Municipality of Milan managed by a grouping of companies identified with a public tender.

From 2014 to 2020, **FabriQ has supported the incubation and growth of more than 80 startups active in the social, cultural and environmental sectors**, which raised € 7.7 million in private investment, and has launched over 40 projects to support entrepreneurship and territorial animation activities, also in collaboration with the Municipality 8 and district institutions and associations.

In 2019 in Berlin, FabriQ won the prestigious international award Innovation in Politics in the Work Services category. As of 2021, FabriQ will move to another Municipal space.

Support for social impact startups

Starting in 2014, the Municipality of Milan in collaboration with the FabriQ incubator has published a series of calls for proposals for aspiring entrepreneurs and newly established social impact startups interested in developing entrepreneurial ideas capable of generating a positive social impact.

FabriQ calls for proposals

The first 3 calls for proposals were published in the period 2014 – 2017 with the participation of a total of over 100 established companies and prospective entrepreneurs. The 20 winners were granted access to a 4-month acceleration path at the FabriQ incubator and the opportunity to present the project to a selected audience of investors.

District innovations

In order to strengthen the relationship between innovative projects and the territory, in **2018 and 2019 the Municipality launched the FabriQ Quarto – District Innovations project**: a new formula to help startups and aspiring entrepreneurs experiment innovative business, services and solutions models capable of generating positive social repercussions in the districts of the northern suburbs of Milan.

A total of 57 enterprises and aspiring entrepreneurs participated in the two editions. The 14 winners received economic grants of up to € 35,000 to cover 50% of their project costs, 4 months of start-up support for the experimentation phase, administrative bureaucratic support by the Municipality and logistic support at the FabriQ incubator spaces. FabriQ Quarto was also the first experience in Italy of a “results-based” financing project with an award of up to € 10,000 for projects capable of achieving the impact objectives defined by the Municipality in collaboration with the **Sustainability Lab** of the Luigi Bocconi University.

Partnerships and collaborations

The Municipality of Milan startup activities were carried out in collaboration with other bodies and institutions that have put in place other projects on the territory in support of innovation: **Tavolo Giovani of the Chamber of Commerce of Milan, Monza Brianza and Lodi**, the **Startup Desk of Assolombarda**, the **official promotion agency of the territory Milano & Partners**.

Calls for proposals and grants for innovative startups with social impact

- 2014 Fabriq Call for Proposal I € 140,000
- 2015 Fabriq Call for Proposal II € 146,000
- 2017 Fabriq Call for Proposal III € 135,000
- 2018 Fabriq Quarto Call for Proposal €270,000
- 2019 Fabriq Quarto Call for Proposal €360,000
- 2020 Startup for Milano2020 €1,000,000

Total €2,051,000



95%

Survival rate of the startups funded by the Municipality after 5 years

Krill Design | winner of a FabriQ Quarto award



Online resources

On the YESMILANO.it website there is an “Invest & Startup” section dedicated to startups, enterprises and aspiring entrepreneurs, including foreigners, who seek information on services and opportunities for growth and investment.



Calls for proposals and grants for new enterprises in the suburbs

- 2012 Resources in the suburbs € 625,000
- 2013 Tira su la cler € 900,000
- 2014 Tra il Dire e il Fare € 3,237,829
- 2016 / 2017 Startupper € 1,500,000
- 2018 Metter su bottega € 1,400,000
- 2019 Prossima Impresa € 1,480,680
- 2020 Prossima Impresa € 1,021,000
- 2020 Ristorazione in Bovisa € 175,000
- 2021 Prossima Impresa € 3,500,000

Total € 13,839,508



87%

Survival rate of enterprises financed by the Municipality after 5 years

Maglieria Tina | winner of a Prossima Impresa 2020 award

Studies and research

In 2018, the Municipality of Milan carried out a "New District Shops" research, in collaboration with Futureberry: a survey on the evolution of suburban trade in Milan in relation to sector trends at global levels, to identify the protagonists, stories and success factors.



Funding for historical and local shops in suburban areas

The Municipality of Milan has put in place a specific intervention line dedicated to local enterprises, craft workshops and local shops in the city suburbs offering non-repayable grants, reduced rate loans and special subsidies to access credit and mentoring services.

○ Calls for Proposals 266 | Grants and loans of up to € 50,000

Thanks to the resources of Law 266/97, the Municipality of Milan has set up a **revolving fund that allows the disbursement of loans and grants**. Every year, the fund is regenerated thanks to the resources that are repaid by the enterprises. Since 2012, 9 calls for proposals have been published for existing companies or aspiring entrepreneurs operating in particularly disadvantaged areas at risk of degradation or commercial desertification.

Each call for proposal has made available up to €25,000 in the form of a non-repayable fund and up to €25,000 in the form of a subsidised loan to finance the startup of new enterprises or investments in innovation, digitisation or upgrading of existing shops and craft workshops. A total of approximately € 14 million has been made available.

○ Agevola Credito | A call for proposals for zero-interest loans

From 2012 to 2017, the Municipality of Milan and the Chamber of Commerce launched the "credit facility" project to **facilitate access to credit for micro and small-medium sized enterprises** by granting contributions to cover the cost of interests on loans granted by banks.

The Municipality financed the project with € 800,000.

○ Partnerships and collaborations

The interventions in favour of the neighbourhood enterprises were carried out in collaboration with the Chamber of Commerce of Milan, Monza, Brianza and Lodi and with the Fondazione Welfare Ambrosiano.

Thanks to an agreement signed with the Municipality in September 2018, the Chamber of Commerce provided mentorship services to the companies that won the 266 calls for proposals.

The Fondazione Welfare Ambrosiano has set up a **Guarantee Fund to facilitate access to loans by the beneficiaries of the 266 calls for proposals**. Thanks to the Fund, worth € 1 million, 70 enterprises have been able to access municipal grants to start up their businesses.

Milan - The revenge of the district economy



Corriere della Sera
03 August 2020

The district enterprises during the lockdown

The small local shops, especially in the suburban areas of the city, played a key role in helping communities to overcome the first most difficult months of the Covid-19 crisis. For this reason, support for the local economy is one of the core pillars of the city adaptation strategy outlined in the Milano2020 document. In order to contribute to the implementation of the strategy, in the second half of 2020 and in collaboration with the Chamber of Commerce and the Lombardy Regional Authorities, the Municipality of Milan launched a series of projects dedicated to the same.

Prossima Impresa 2020

In August 2020, in collaboration with the Chamber of Commerce, **the Municipality of Milan published the call for proposals for the Prossima Impresa 2020 project**, exclusively addressing micro and small shops and craft enterprises already operating in the suburban districts: over € 1 million to support investment in the reorganisation of spaces, sanitising and trading of electronic goods.

Ristorazione in Bovisa 2020

Ahead of the transfer of more than 1,500 civil servants to the new offices in Via Durando, in September 2020 the Municipality launched the **Ristorazione in Bovisa call for proposals: non-repayable funds of up to € 50,000** at subsidised rates to open or expand catering companies and food outlets in the Bovisa district.

Support for social impact startups in Lorenteggio

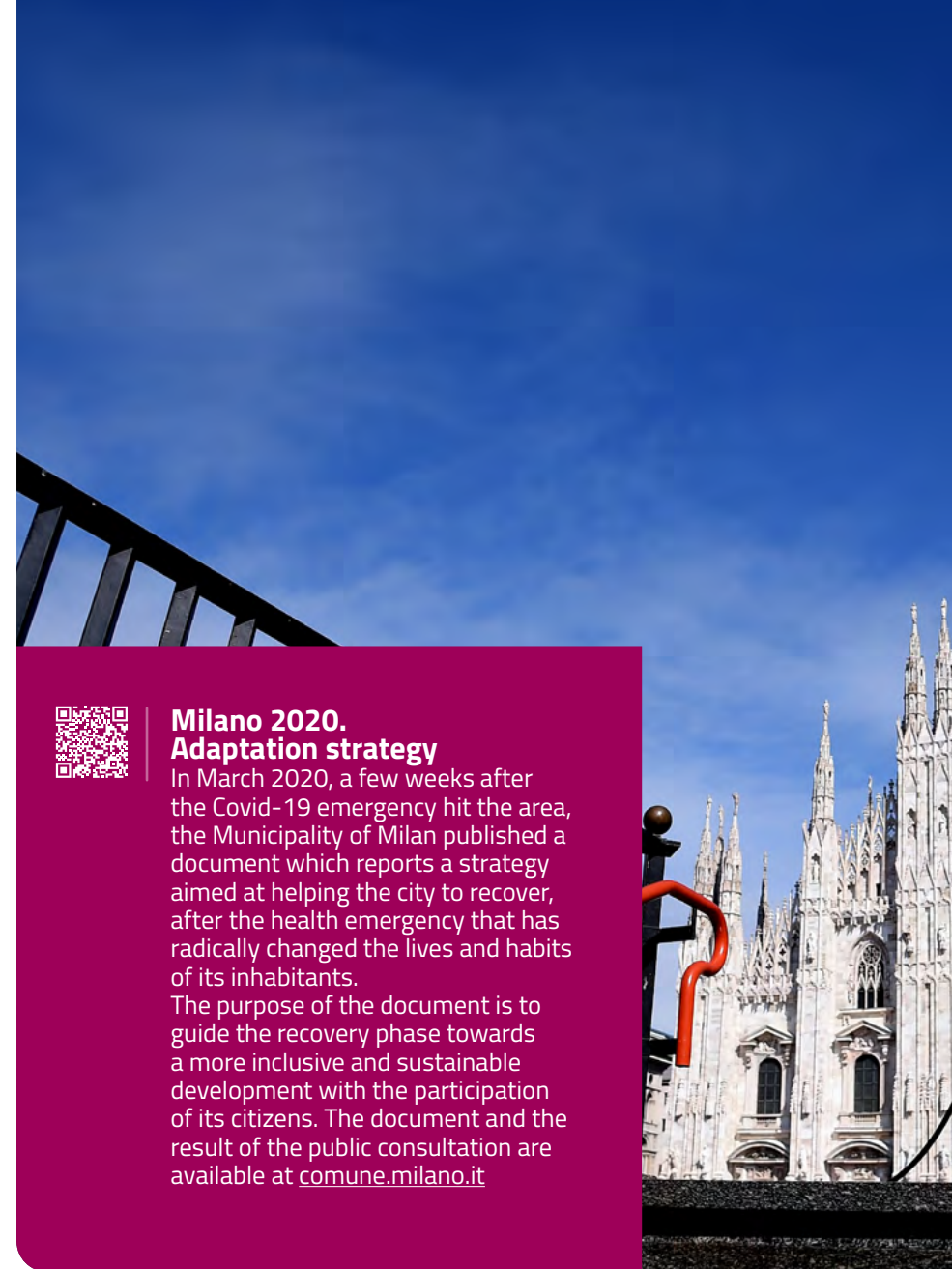
As of July 2020, the Municipality has been experimenting with a new way of supporting district enterprises using the European resources of the ERDF programme for the Lombardy Region. Within the scope of the urban regeneration programme in the Lorenteggio district, signed by the Municipality of Milan, the Lombardy Region and Aler, **a call for proposals was announced for both profit and non-profit enterprises, capable of generating a positive social impact in the public building area** (Quadrilatero Aler) and in the surrounding areas. There are 22 winners.



Milano 2020. Adaptation strategy

In March 2020, a few weeks after the Covid-19 emergency hit the area, the Municipality of Milan published a document which reports a strategy aimed at helping the city to recover, after the health emergency that has radically changed the lives and habits of its inhabitants.

The purpose of the document is to guide the recovery phase towards a more inclusive and sustainable development with the participation of its citizens. The document and the result of the public consultation are available at comune.milano.it





START-UPS FOR MILANO 2020

Call for innovative start-ups capable of contributing to the city's COVID 10 crisis adaptation strategy

We believe in the ability of startups to propose useful and innovative solutions to provide effective response to the changing needs dictated by the Covid emergency



Cristina Tajani
Councillor for Labour Policies, Productive Activities, Commerce and Human Resources Municipality of Milan.

#MILANO IMPRESE E STARTUP | FOR THE 15-MINUTE CITY

Supporting social innovation and startups that integrate business and social objectives creating, in the meantime, community cohesion



Milano2020
Strategy of adaptation

Start-ups for Milan 2020

In October 2020, the Municipality of Milan launched a new project, funded with the Fondo di Mutuo Soccorso, to support the creation or strengthening of innovative startups capable of contributing to the realisation of the "Milano2020" adaptation strategy with the development of high innovation content products and/or services.

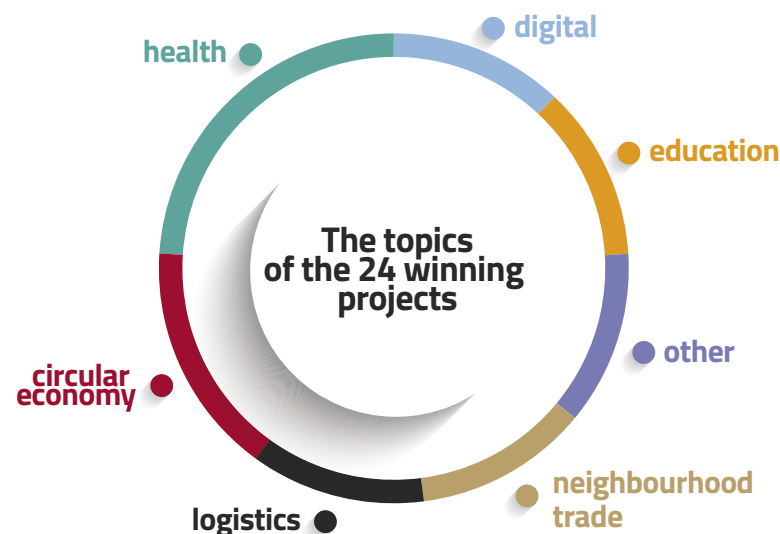
The "start-ups for Milan 2020" call for proposals made € 1 million available to projects presented by aspiring entrepreneurs and innovative startups based in Milan.

The call for proposals was presented in October 2020 by Councillor Tajani and Francesca Bria, Chair of CDP Venture Capital SGR - Fondo Nazionale Innovazione (National Innovation Fund).

Over 300 project proposals were received by the deadline.

The 24 winners received grants of up to € 40,000 to cover start-up costs. In addition, new enterprises had access to an acceleration service at one of the incubators in Milan, certified by the Ministry of Economic Development.

The projects were launched during the first quarter of 2021.



I was no longer motivated by my job and became a mum. I wanted a job that would allow me to reconcile my work and personal life better. I thought of a children's bookshop that was also a place to hold events, workshops, group readings. Without the Metter su Bottega grant, I would have had to give up, or it would have taken much more time to achieve my project with my own means alone.

Marika Motta
Fior di fiaba bookstore in Giambellino



The idea of a textile printing workshop was conceived to provide a service at affordable prices for the Poli students. The clientele has expanded to include craftsmen and creative youngsters. I am a young entrepreneur, with bags of enthusiasm and energy, but I started alone and without experience. The Startupper in Periferia call for proposals was key to helping me set up the laboratory and face the initial start-up phases.

Marina Dorofeeva
All Over Textile laboratory and printing workshop, Bovisa



A former bodywork shop abandoned on the banks of the River Martesana to be returned to the citizens creating a fully equipped garden, with a refreshment kiosk and facilities dedicated to various activities: social, sustainable mobility, sport, wellness, culture and gastronomy. When the Startupper call for proposal was awarded in 2016, work began with a reclamation that affected the whole area.

Marco Manico
East River sulla Martesana



Michela Conti
Ugo, innovative caregiving



We started the journey with FabriQ unaware of the value it would eventually have. This is how our Innovative Caregiving service was conceived: listening to the needs of the people; discussing aspects together with associations and volunteers about the unfulfilled requirements, about how to make the services more manageable in order to respond to more and more people. Three years later, we know that we are on the right track.

Urban regeneration is a complex, long-term process, requiring a systemic and inclusive approach, deeply rooted in the locations and communities. These years at FabriQ have taught me to listen and experiment patiently, to interact with complexity and to welcome the unexpected: it is only possible to generate impact by investing in collective intelligence and in the non-linearity of innovation.

Elena Visentin
FabriQ

Startups don't fail, the founders give up. When your idea is little more than a presentation the resource needed is not just money, but confidence. Receiving the FabriQ Quarto award gave us confidence, at a time when Blink had none at all. Thanks to FabriQ, Blink became a company and now has investors from all over the world, including Y Combinator, the world's most important accelerator.

Giulio Cantoro
Blink



FABRIQ was our springboard to success. The financial support and mentors encountered throughout the work path were a key aspect in transforming the project into a company. Today there are 8 of us, a community of thousands of citizens. With our air quality monitoring platform we are present in over 20 Italian municipalities united by our mission to achieve cleaner air.

Paolo Barbato
Wiseair

Thanks to Mariame and Razak this space has become a core hub of district services. The previous owner decides to sell the business; they don't think twice and decide to take the plunge and open their own business. Thanks to the Lorenteggio call for proposal, the shop becomes a crossroads of meetings, needs, proposals and ideas which are increasingly more social.

Lavanderia Sociale
Giambellino



After being awarded the call for proposals 'Startup per Milano 2020' by the Municipality of Milan, Ultraspecialisti invested in the integration of MedicalDevice (Smart Tissues) for the home telemonitoring of patients, extending the service and guaranteeing a more effective specialised support, to avoid unnecessary access to hospital and/or outpatient facilities, correctly and properly exploiting the platform.

Antonio Sammarco
Ultraspecialisti



FENICE wants to collect disposable masks using a differentiated method with suitable containers delivered to pre-established places and then sent to recycling using a small sized plant system which is able to create new products useful to the local community. This approach is used to reduce the potential infection of PPE and the phenomenon of littering

FENICE
Frieco società benefit

#Milano Commercio

Key word: **simplification**

The growth driving force for the Milan based ecosystem, but also promoters of social relations. Trade has always been a key sector for Milan. This is one of the reasons why, at an Administration level, we considered it essential to support the sector with concrete measures: both during times of routine business, with strategic actions to innovate the sector and boost its ability to respond to the changing needs of the territory, and also to face the enormous difficulties generated by the pandemic.

In recent years we have put in place specific measures to support micro, small and medium-sized shops and craft enterprises, to guarantee the legality and safety of trading activities, to combat counterfeiting, to consolidate new forms of trade and to enhance the cultural heritage of the city's historic shops. All this, with a precise key word, at the basis of each intervention: simplification (and digitising) where and when possible.



Paolo Seris
Trade and Productive Activities Department Director
Municipality of Milan

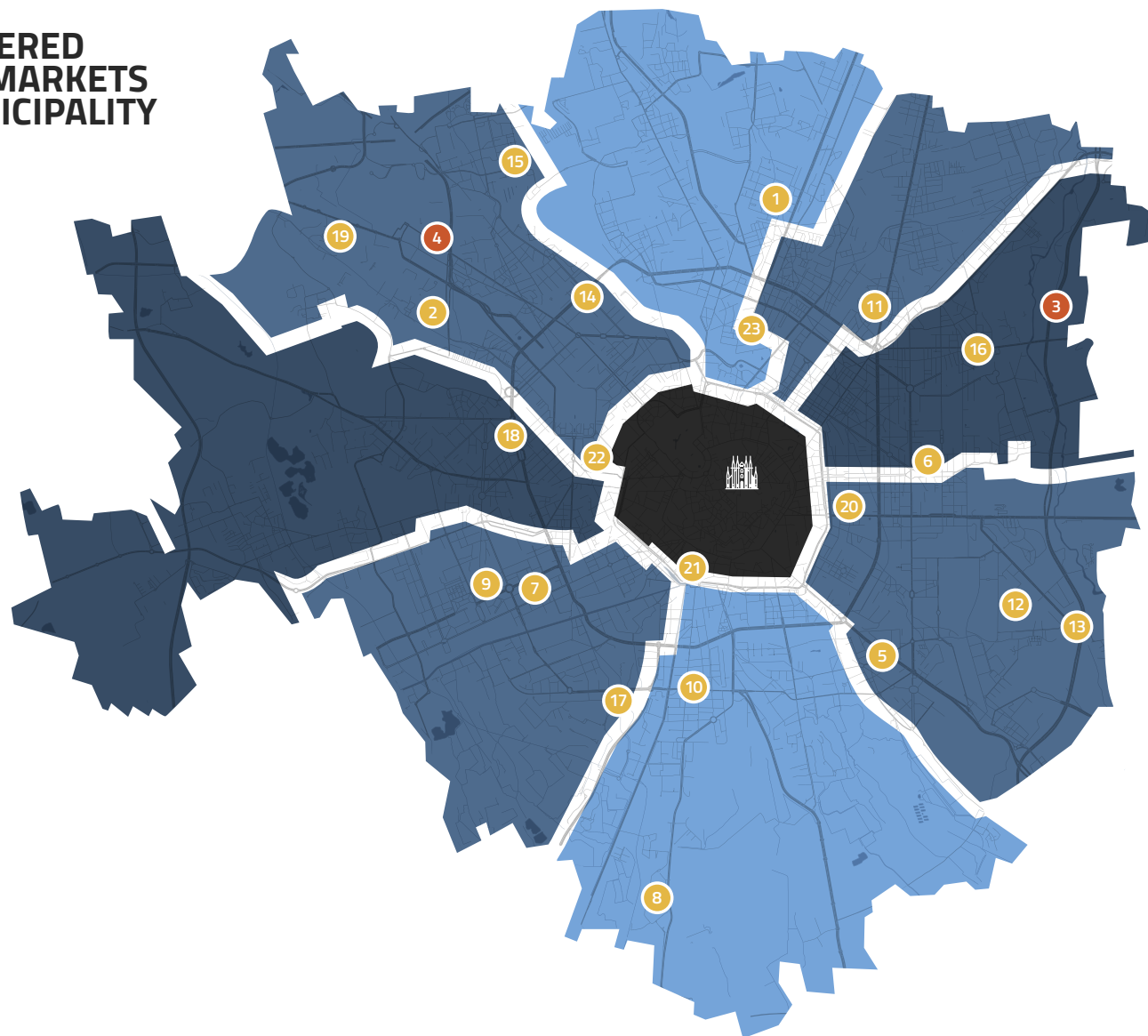
Photo credits: Daniele Mascolo and Stefano Scarpiello

Piazza Worbegno

MAP OF COVERED MUNICIPAL MARKETS OF THE MUNICIPALITY OF MILAN



IL CAPITALE URBANO
Five years of policies focused on innovation, inclusion and local development in Milan



- 1 Cà Grande
 - 2 Chiarelli
 - 3 Lambrate Cemetery
 - 4 Major Cemetery
 - 5 Ferrara
 - 6 Fusina
 - 7 Giambellino
 - 8 Gratosoglio
 - 9 Lorenteggio
 - 10 Montegani
 - 11 Monza
 - 12 Morsenchio
 - 13 Ponte Lambro
 - 14 Prealpi
 - 15 Quarto Oggiaro
 - 16 Rombon
 - 17 S. Ambrogio
 - 18 Selinunte
 - 19 S. Leonardo
 - 20 S.M. Del Suffragio
 - 21 Ticinese
 - 22 Wagner
 - 23 Zara
- Municipal Indoor Markets
 - Municipal Flower Markets

The commercial system
in Milan
2016 | 2021

29,731 Shops
Neighbourhood, medium and large-scale retail trade

9,282 Retail shops
Bars, restaurants and other food service activities

23 Covered Municipal Markets
of which 2 dedicated only to flowers

94 Outdoor markets
with 9,672 sales areas

13 Urban Districts of Commerce

520 Historical shops

Digitise to simplify

The new national and regional measures on trade and production activities have increased the burden of compliance with SUAP, the One-stop Office for Production Activities. In recent years, the Municipality of Milan has also focused on the digitalising of systems, installing tools to manage formalities, reduce response times and simplify procedures for citizens and businesses.

Impresainungiorno | The online One-Stop Office

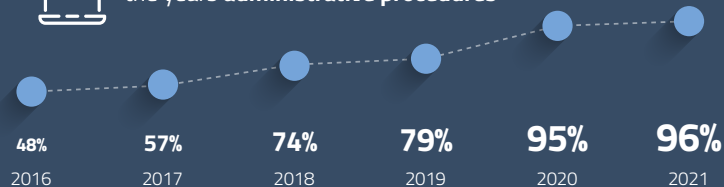
ImpresainunGiorno.gov.it is the online platform that allows enterprises to submit their paperwork to the One-Stop Office for Productive Activities. From 2016 to today, **the Municipality's digitised processes have risen from 48% to 96%**. The online requests managed by the One-Stop Office are over 21,000 a year.

Fare Impresa | Quick answers with a click

Fare Impresa is the web portal of the Municipality of Milan Trade and Productive Activities Area serving its citizens, aspiring entrepreneurs, firms and agencies. Fare Impresa can be used by those interested in the correct procedures to contact the One-Stop Desk, send information, reports, suggestions and complaints and obtain details on subsidies available, forms and regulations. In February 2021, the Agency launched a new completely renewed version of the portal in order to provide a more effective and rapid search of information.



Percentage of **SUAP digitised** over the years **administrative procedures**



Pasticceria Dolce Kerstin - Niguarda

Fareimpresa Portal



from 2017 to current day
58,492,591 accesses



M4 CALLS FOR PROPOSALS

€ 6 million to support 725 enterprises

Farmacia Tolstoj - Giambellino

The trade district has been promoting the Isola for over ten years, contributing to making it one of the most famous and appreciated "brands", enhancing its traditions such as our craftsmanship, in competitive synergy with the urban innovations in the district



Efrem Antoniazzi

Goldsmith Atelier and social project Orobuoro, Isola

Valorising trading and business: professional rolls, projects, grants

M4 Calls for proposals | Grants for enterprises impacted by the construction sites

Building a new Metro line is a strategic choice to decongest traffic, facilitate mobility and improve air quality. But the opening of multiple construction sites creates an inevitable disturbance for the shops operating in those same areas. For this reason, and for the first time in the history of Milan, the Administration decided to **accompany the construction of the new M4 line with the disbursement of grants to all micro and small enterprises impacted** by the construction sites. Since 2016, the Municipality has invested almost **€ 6 million** to support 725 businesses.

Historical shops | A heritage to be treasured

Milan also has an important tradition in trade to protect. The Municipality of Milan has established a Register of Historical Shops which registers and valorises the craft shops and entrepreneurial activities with at least 50 years of history in the same merchandise sector and which retain completely, or at least in part, the original architectural or decorative features.

There are currently 520 historical shops listed in the Register of the Municipality of Milan.

DUC | Distretti del Commercio to boost local identity

The DUC (Distretti Urbani del Commercio) are areas of the city in which public and private entities operate together to develop and boost local identity.

To date, the Administration has identified 13 of them, 9 of which are also recognised by the Lombardy Regional Authorities. Since 2016, **the Municipality has financed 15 District Promotion Projects focusing on social and cultural animation activities**: from "Jazz in Sarpi" in 2019 to the project "L'Isola Artigiana" realised in collaboration with the Politecnico di Milano, Confartigianato and Confcommercio Milano.

Covered Municipal Markets (CMM): tradition in transformation

Until a few years ago, in Milan, you only went to the CMM to go shopping for groceries. Today in some markets, in addition to the traditional grocery shopping, it is possible to have lunch, participate in a cultural event, learn about the sustainability of the agro-food chain and much more. The transformation process began in 2017 and, for the next few years, will continue to involve all the facilities operating in the neighbourhoods.

Covered Municipal Markets | The origins

In Milan there are **23 covered municipal markets**, scattered in the semi-central and suburban areas of the city. Opened in the difficult post-war years to allow citizens to buy food at affordable prices, in recent decades, due to a change in consumer habits, the markets have become less and less attractive even for the traders themselves. The gradual deterioration of the facilities and the lack of resources dedicated to maintenance aspects led the Administration to imagine a new future for these locations.

The pilot experiences | Santa Maria del Suffragio and Lorenteggio

Since 2013, in the municipal markets of **Santa Maria del Suffragio** and **Lorenteggio**, **two experiments were launched, resulting from the collaboration between commercial operators and other bodies and associations** in the area. In the wake of these successful experiences, in 2017 the Municipality of Milan began the process of transformation of all 23 covered municipal markets in the city.

The new Covered Municipal Markets | Trade and lots more

The objective of the Municipality of Milan is to turn the municipal markets from simple places of trade into also **spaces for meetings, exchange and social inclusion at the service of the neighbourhoods**. By comparing the best experiences at a national and international level, a new management formula was introduced in 2017. Between 2018 and 2021, calls for proposals were issued for the Zara, Wagner, Morsenchio, Rombon and Prealpi markets and the historic traders were invited to create a consortium and expand the basic trade supplies with cultural, aggregative and recreational services and activities.



Piazza Wagner Municipal Market | yesterday



Santa Maria del Suffragio Market



Mercato Animato

To accompany the process of transforming the covered municipal markets into places of social gathering and aggregation, in 2019 the Municipality launched the "Mercato Animato" project: a programme of events organised by associations and enterprises in the districts.



Zara Market | Tomorrow



Lorenteggio Market

I almost struggle to remember that 10 years ago our market was about to close! They have brought the 'mercantino', as the people in the neighbourhood call it, back to life: shopkeepers like me, who have been working here for more than 30 years, believed in the project, along with the local inhabitants who fought against the closure, the district organisations that supported us, the institutions and Councillor Tajani who listened to us and gave us the right tools to transform the market and transform ourselves! The meeting with Dynamoscopio that has accompanied us since 2012, led to the birth of what the Lorenteggio market is today: a living social experiment of urban regeneration on a popular basis!



Vito Landillo
Chair of Consorzio
Lorenteggio Market

○ Zara Market | the first plastic-free market in the city

In cooperation with the DUC in Isola, the communities of the neighbourhood and the district, **the Zara covered municipal market will open in June 2022** and will be the **first plastic-free market** in the city: none of the catering and hospitality activities hosted inside the space will use disposable plastic. The market will also host a cooking school, disseminate knowledge and practical advice on food education issues and actively promote the activities and initiatives of the neighbourhood.

○ Rombon Market | A hub of agri-food sustainability

With a consortium management assigned to So.Ge.Mi. - the Company appointed by the Municipality of Milan to manage the city agri-food wholesale markets - the Rombon covered municipal market will reopen in 2022 with a new face and with new services. **Foody District Market** will offer the neighbourhood fresh produce, direct catering by vendors and temporary cultural activities and exhibitions, with special attention paid to the circularity of the agri-food chain.



Rombon Market | what it will be like

Milano Aiuta: Spesa a Domicilio

A map for emergency shopping

In the midst of the health emergency, travel restrictions prevented thousands of Milan citizens from leaving their homes to shop for basic commodities, with enormous repercussions on trade activities. To meet the requirements of consumers and operators, as part of the “Milano Aiuta” project, in March 2020 the Municipality of Milan launched **“Home shopping”: an online geo-referenced map along with an App version** to allow the Milan citizens to discover which shops and commercial activities were providing delivery services in their neighbourhood.

Milano Aiuta - Spesa a domicilio became the most popular initiative among those put in place by the Municipality during the Covid-19 emergency and was rated *useful* or *very useful* by 88% of respondents (source: Milano Ti Ascolta Report).

At present, “Milano Aiuta – Spesa a domicilio” has **949 affiliated shops**.

Fondo di Mutuo Soccorso (Relief Mortgage Fund)

Finance for the work of micro-enterprises

To support the recovery and employment of district micro-enterprises with up to 5 employees, in November 2020 **the Municipality made available € 5.5 million in grants** dedicated to the creation and stabilisation of jobs.

The resources, provided by the Fondo di Mutuo Soccorso set up by the Municipality of Milan, were channelled towards the sectors most affected by the Covid-19 emergency: retail businesses, personal care services, catering and neighbourhood businesses, accommodation facilities and travel agencies that suffered prolonged lockdown periods.





To facilitate the possibility for bars and restaurants to position tables on pavements and parking areas in order to recover part of the indoor capacity lost with the social distancing regulations



Milano2020
Adaptation strategy

Free courtyard permits for bars and restaurants

As early as April 2020, the Milano 2020 - Adaptation Strategy document recommended

the enhancement of outdoor spaces to allow people to start meeting again in safe conditions and to help operators to resume their business operations. With no additional charges.

For this reason, as of May 2020, a temporary extension of the occupancy of public areas was granted to those serving food and drink to the general public and other business activities. Moreover, operators were granted full exemption from the payment of the relevant tax. In just one year, **the Administration granted 2,579 free courtyard permits for a total area of 65,000 m².**

The exemption was extended until December 2021.

The chance to return to enjoying moments of social interaction and refreshments outdoors is a small step toward normality. It must be managed according to the regulations in force, also as a gesture of solidarity for those businesses that have endured the longest closures.



Cristina Tajani

Councillor for Labour Policies, Productive Activities, Commerce and Human Resources
Municipality of Milan.

The trade district has been promoting the Isola for over ten years, contributing to making it one of the most famous and appreciated "brands", enhancing its traditions such as our craftsmanship, in competitive synergy with the urban innovations in the district

Two friends, a common passion and the desire to change their working life. This led to the idea of opening a pastry shop with genuine products, and a cosy place to savour superior quality confectionery. We found the location and the opportunity provided by the Dal Dire al Fare grant. During the Covid-19 emergency we had to invent new ideas like Christmas packages, and many locals preferred us over online platforms.

Chiara Palmigiani and Chiara Chisari
Pasticceria Carta da Zuccherò
Baggio



We are three brothers. For some time we had dreamt of opening a pastry shop where we could sell delicacies prepared by us according to the recipes of our mother Kerstin, born in Hamburg, Germany. In 2018 we found out about the Metter su Bottega grant at conditions that were very different from those of a bank or a financial institution, if they would ever have granted it to us! We found the ideal location in Niguarda: a shop that had been closed for years, left in ruins.

Efrem Antoniazzi
Goldsmith Atelier and
social project Orobuco, Isola



My father opened with just one light, fifty years ago, and today it is a historic shop in the neighbourhood. Unfortunately, many businesses have closed down in the area and others are very run down. We are committed to putting measures in place to regain social and economic fabric vivacity. We appreciate the calls for proposals issued by the Municipality in this respect, going against the general tendency to favour the city centre over the urban districts.

Luca Simone Saraceni
Saraceni Design, San Siro



La Servente is a mysterious name for those who are not familiar with the world of magic, but those in the know are fully aware that it is the tool used by professionals to make objects disappear and then reappear again. Thanks to the Prossima Impresa 2019 grant I now produce and distribute equipment for the world of magic. Even those who enter just out of curiosity remain fascinated and leave with a different light in their eyes.

Paolo Camozzi
La Servente, Rogoredo



Andreas Mazzola Milazzo
Dolce Kerstin, Niguarda

This Administration started a revamping and revaluation process on the Covered Municipal Market, the red tape was daunting, but we are almost at the end of the tunnel and we are starting to reap the results!

Sergio Pietro Monfrini
Consorzio concessionario
MCC Morsenchio



Having being awarded the Mercato del Suffragio grant, it was essential to attract people with superior quality production and gastronomic activities, thanks to the vision of the Municipality of Milan and the possibility for professionals to use public spaces. The Panificio Davide Longoni bakery wants to be a district enterprise, immersed in the fabric of the districts in which our shops are located.

Davide Longoni
Santa Maria del Suffragio Market



Valerio Calzone
Birrifico di Ringhiera, Rogoredo



I found out about the Prossima Impresa grant and my wife and I decided to open a Filipino restaurant. Given our young age and lack of experience, the help provided by the Fondazione Welfare Ambrosiano was highly precious, both during the presentation of the project and the management of the business. Thanks to their guarantee we had an advance loan to restructure the premises and purchase the equipment we needed.

Christian Sto Tomas
BBQ-1, Corvetto



Francesca Aguiari and Chiara Zanoletti
Café Banlieue, Lorenteggio

We have created the only evening aggregation point in the neighbourhood, in fact we are the only alternative to the Bingo hall! We also want to open up in the surrounding areas, to prove that it is not necessary to go to Brera and Navigli to have fun, listen to music and find interesting events. After the lockdown, the possibility of being able to take advantage of the courtyard project with tables outdoors free of charge was invaluable.

○ #Milano Formazione

When the world changes, **we need to invest in knowledge**

The Municipality of Milan training activities have a centuries-old tradition, which dates back to the end of the 19th century. The Training Centres are an important feature for the people in Milan: not only because they represent a service of superior quality, complementary and alternative to the traditional university based learning path, but also because they have been able to evolve over time, meeting contemporary demands.

Our 10 Training Centres are scattered across the city, in particular in the semi-central areas. It is a choice that reflects a specific desire of the Administration: the Centres, in fact, are not simply training facilities, but also district hubs for social aggregation and the vitality of neighbourhoods.

Two elements guarantee the inclusiveness of the service: a sound containment policy for registration costs, which ensures accessibility to the training paths for all concerned, and attention toward the most fragile individuals, with two Centres specifically organised to achieve this objective.

Our is a training system that leaves no one behind and, even in the midst of a pandemic, was able to keep abreast of the times, continuing to pursue its objective: to provide knowledge, skills and abilities to help individuals get the best out of the job world.

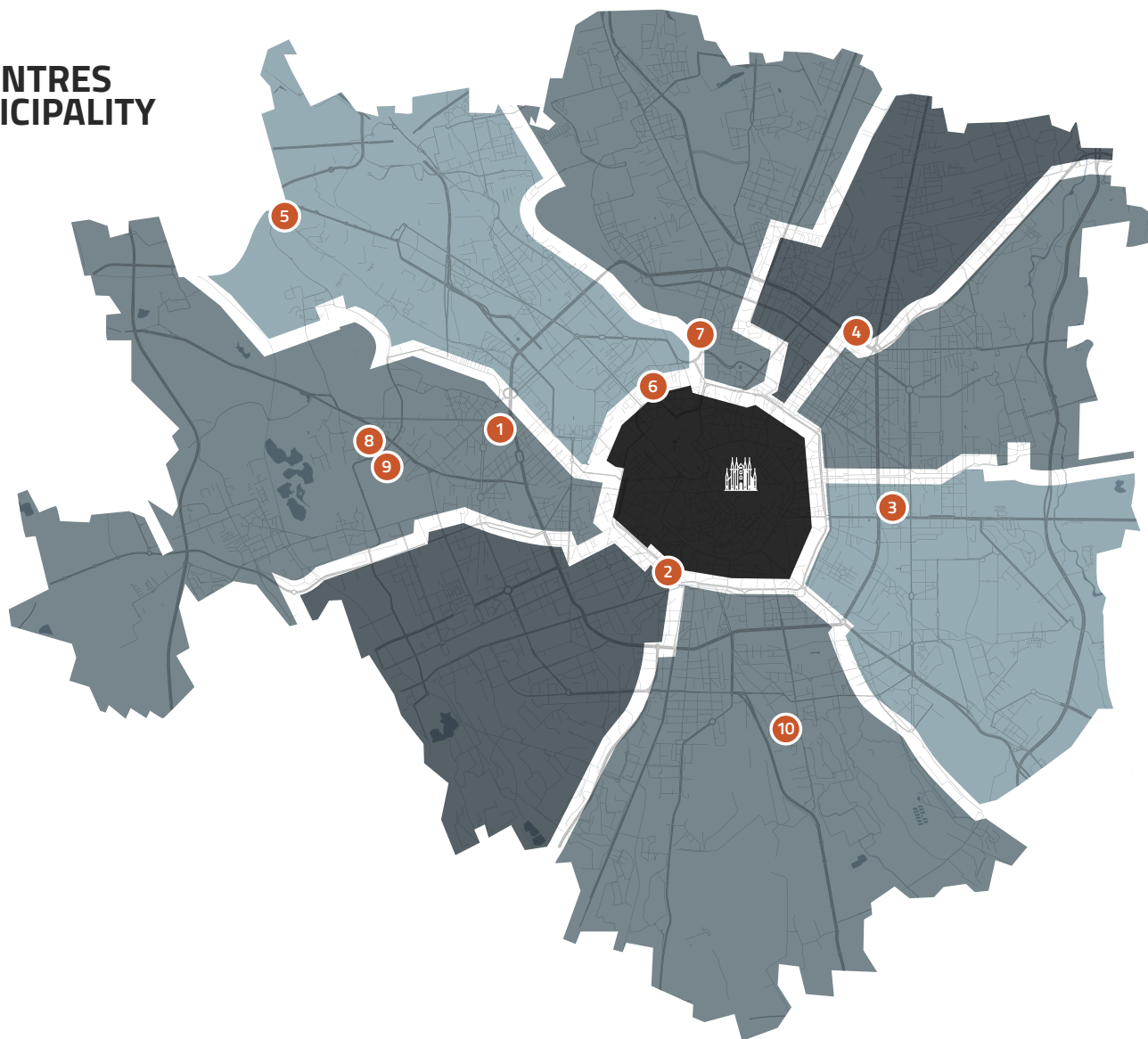


Roberto Munarin
Employment and Training Area Director
Municipality of Milan

MAP OF THE TRAINING CENTRES OF THE MUNICIPALITY OF MILAN



IL CAPITALE URBANO
Five years of policies focused on
innovation, inclusion and local
development in Milan



- 1 Viale Murillo, 17
- 2 Viale Gabriele D'Annunzio, 15
- 3 Corso Ventidue Marzo, 59
- 4 Via Beroldo, 5
- 5 Via Alex Visconti, 18
- 6 Via Giuseppe Giusti, 42
- 7 Via Guglielmo Pepe, 40
- 8 Via S. Giusto, 65
- 9 Via Alessandro Fleming, 15
- 10 Via Noto, 4

Training centres
of the Municipality of Milan
2016 | 2021

40,000 Students
2,700 Training modules

64% Women
37% Men
75% Italian
25% Foreigners

Thematic Areas



Languages



Violin Making and Artistic Craftsmanship



Visual and Digital Communication



Optics



Fashion and Tailoring

The training centres of the Municipality of Milan: a knowledge disseminated throughout the city

The municipality of Milan has a tradition in the field of training for social and occupational inclusion that dates back over centuries. Already in the 19th century the Municipality provided vocational training courses to help individuals to learn the key skills needed to find work and gain complete autonomy. Today, the Municipal Training Centres operate in specific areas to provide useful work tools and skills with both daytime and evening courses. In the period 2016-2020, **the Municipality's Training Centres provided over 2,700 training modules to more than 40,000 people.**

Training centres | Knowledge and social inclusion in neighbourhoods

The training activities provided by the Municipality of Milan are characterized by the wide range of offerings and a widespread presence on the territory. With **10 training centres scattered across the city**, the Administration engages with thousands of young people, adults and more fragile individuals looking for work each year. The distribution throughout the territory corresponds to a distinct targeted choice of the Administration: the training venues, in fact, represent territorial centres that are not only important for the training, but also for the social aggregation and vitality of the districts.

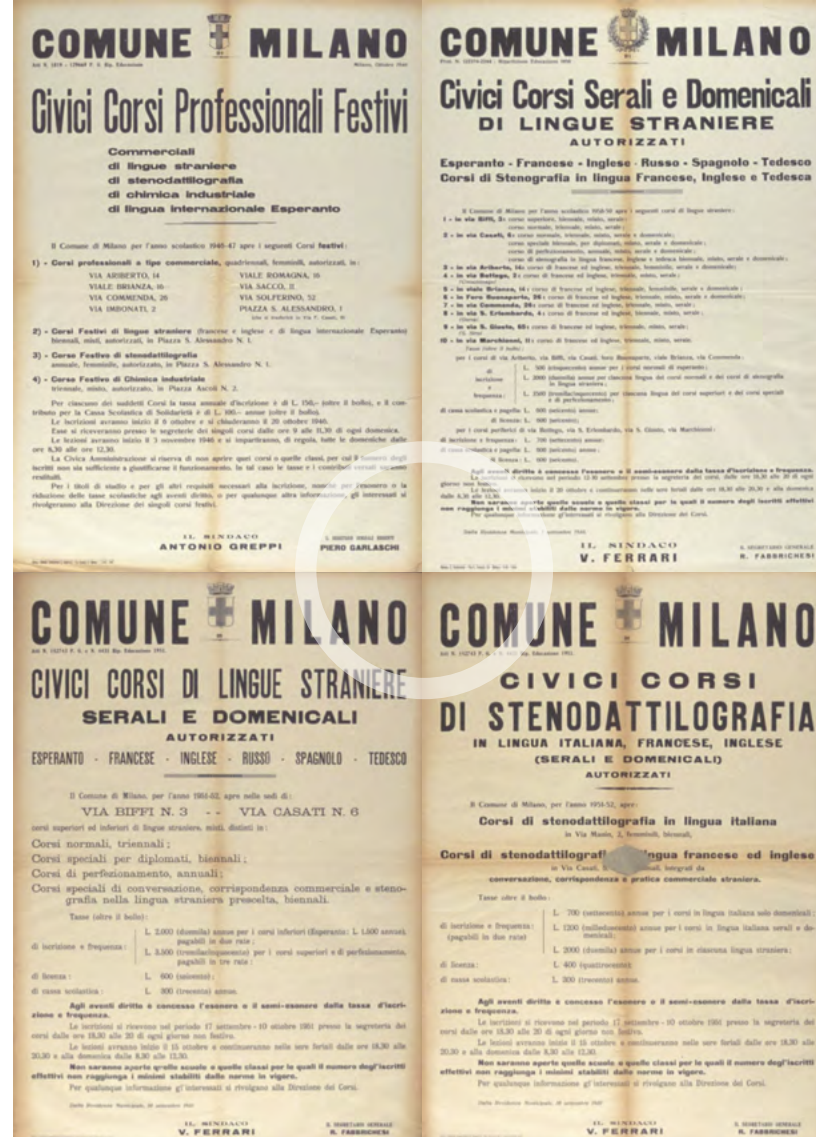
Spin-off spaces | From training to business enterprises

The Municipality of Milan has created **three spin-off spaces** in three training centres – in via Giusti, via Visconti and via Pepe – that is, places where course participants are mentored during the start-up of their entrepreneurial projects. From 2016 to today, these spaces have assisted in the start-up of 11 enterprises and supported 15 aspiring entrepreneurs.



Report 2016 | 2021

The Employment and Training Area of the Municipality of Milan has prepared the "Vocational Training 2016 - 2021" Report, featuring a wide review of the training activities carried out



Our story on the walls

In the Languages section of the FormaMi site you can view a collection of posters promoting municipal language courses from the 1940s until present day.



Language Hall in Via Deledda 11



FormaMi

FormaMi is the Municipality of Milan portal dedicated to Training, where it is possible to discover and become acquainted with all the training options.

#MILANO FORMAZIONE | PROJECTS AND ACTIONS

Training activities

The training activities provided by the Municipality of Milan's training centres can be divided into 5 main topic areas:

- Languages
- Violin making and Artistic handicraft
- Visual and digital communication
- Optics
- Fashion and Tailoring

The courses provide youngsters and adults with knowledge and skills in line with the demands of the labour market and, thanks to the agreements signed with over 350 companies, offer concrete opportunities for professional integration.

○ Languages | from internationalisation to integration

Established almost a century ago, when the Administration provided training courses for workers, today the language courses organised by the Municipality of Milan provide **courses teaching seven European and four Far East languages**, as well as preparation for international certifications.

Most of the courses are held in the evening to allow participation by the widest number of individuals possible.

Yesterday as today, knowledge of languages is a key skill when participating in the community social and working life especially in a city like Milan with a strong international vocation.

In the past, foreign languages were the most popular among these types of courses. Nowadays after English, **Italian is the language course with the highest number of students.**

Facility centres:

Corso XXII Marzo 59
 Viale D'Annunzio 15
 Via Beroldo 5, Via Deledda 11
 Viale Murillo 17
 Via Alex Visconti 18
 Via Guglielmo Pepe 40

Violin making | an ancient trade that leads to a job

Established at the beginning of the 80s as a training pathway for the reconstruction and restoration of ancient musical instruments, the Civic School of Violin Making welcomes **70 students every year from all over Italy and abroad** who wish to learn this ancient craft with a high level of craftsmanship.

The Civic School of Violin Making provides courses lasting three and four years, with admission by selection only, to learn how to make plucking and bowing musical instruments. Each course revolves around laboratory and study activities, also thanks to an extensive museum located within the facility. At the end of the study paths, the job options are varied and diversified: craft activities or collaborations with sector institutions such as museums, conservatories, schools.

Facility: via Noto 4

Optics | Over forty years of sector-oriented training

The professional optics training organised by the Municipality of Milan is widely recognised by the professionals in the sector. The Training Centre that organises this course has, in fact, been **operating for over 40 years**. As of 2015, the Centre has restructured and expanded its catalogue, paying attention to technological changes and introducing, for instance, a course in the design and production of 3D printed frames, alongside traditional optometrics and sales operator pathways.

Facility: Via Alex Visconti 18

Gardens | The art of green architecture

The architectural design of public or private gardens is also a skilled craftsmanship. This two-year course, with admission by selection only, represents a pathway consolidated by the many years of experience of the Municipality of Milan in the training sector.

In addition to learning professional skills, the Progettazione del Verde course aggregates and builds a community: in 2003, in fact, a group of former students established **VerDiSegni**, a cultural association which, every year, organises conference cycles on topics such as the design and architecture, management and maintenance of gardens.

Location: via Giuseppe Giusti 42

Training centres of the Municipality in numbers



95%

Graduates of the Civic School of Violin Making from 2016 to 2019, who work in the sector



47%

Graduates of the Civic School of Violin Making who have started their own entrepreneurial business



82%

The Optics area graduates who now have a job in the sector



75%

Participants at the Progettazione del Verde (Garden Architecture) who now have a job



72%

Students of the Arte&Messaggio school who find a job in the 6-12 months after graduation



57%

The percentage of those who attend the Fashion and Tailoring courses and currently have a job.



Civica Scuola di Liuteria

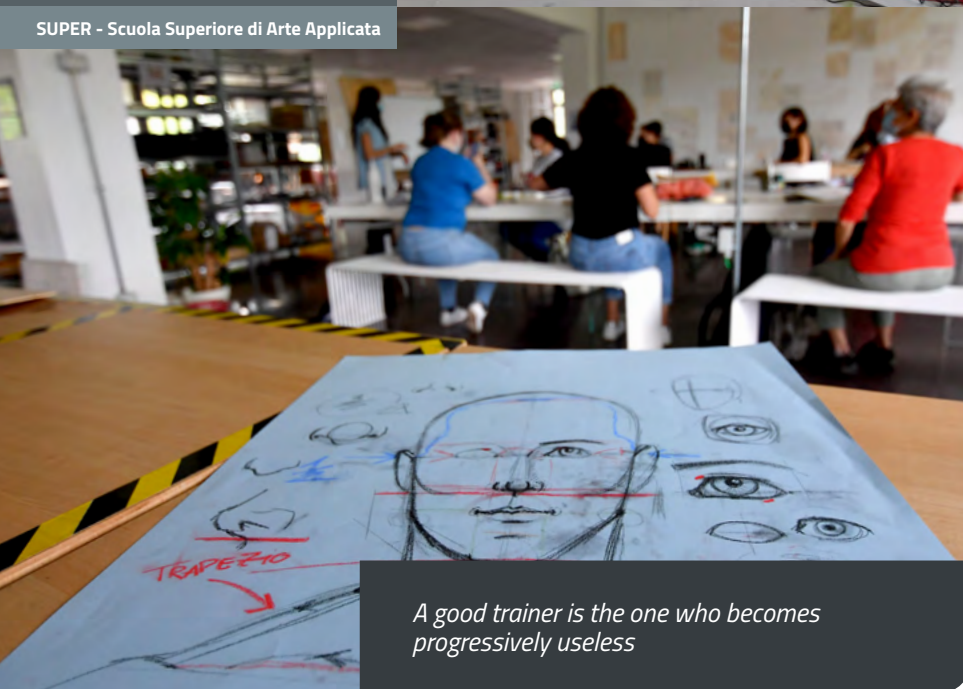
Centro di Formazione di Ottica





Civica Scuola Arte&Messaggio

SUPER - Scuola Superiore di Arte Applicata



A good trainer is the one who becomes progressively useless

Motto of the **Civica Scuola Arte & Messaggio**

Visual Arts | La Civica Scuola Arte & Messaggio

La Civica Scuola Arte & Messaggio of the Municipality of Milan has established itself over time as a training hub for visual and business communication, illustration and window dressing. The School prepares students, paying attention to the demands of a world in continuous evolution. For this reason, alongside the traditional communication based topics, the Centre has also introduced training courses on specific professional skills, including **coding**, **design 4.0** and **web design**. In 2014, the School was the first centre to activate a spin-off space for entrepreneurial training paths, followed by a second space in 2021, equipped with digital manufacturing tools and technologies and rapid prototyping such as 3D printers and laser cutters.

Every year, the school's students are actively involved in the realisation of public and non-profit communication campaigns.

For example, all the Municipality of Milan's training centre communication campaigns were carried out by these students in 2021.

Fashion and tailoring | From tradition to Manufacturing 4.0

The fashion and tailoring training options available at the via Visconti facility is composed of a flexible set of courses designed to provide advanced skills to be able to work in this sector. In more recent years, fashion courses have been hybridised with new technologies and instruments typical of Manufacturing 4.0: **not only scissors and fabrics but also open source software**.

Facility: Via Alex Visconti 18

SUPER | The civic school of "saper fare" (know-how)

SUPER – Scuola Superiore di Arte Applicata is one of the oldest and most prestigious civic schools in Milan. Established in 1882 to train skilled workers in applied arts for the new serial production industries of that time, it is a school which still teaches timeless techniques even today. From tapestries to frescos, from engraving to painting, Super is the civic school of "know-how" which, over time, has trained thousands of professionals in the world of arts and crafts. In almost **150 years of history**, Super has kept abreast of the times, combining training paths on ancient techniques with contemporary languages.

Facility: Via Alex Visconti 18 | Via Giuseppe Giusti 42

Training tailored to suit the more fragile individuals

In a rapidly evolving city, there is a risk that some citizens in rather difficult conditions do not have access to employment opportunities and remain excluded from active life. With the "San Giusto" and "Fleming" Training and Work Centres, the Municipality of Milan manages the training and job placement of individuals in more fragile conditions.

San Giusto | Inclusion of people with disabilities learning as in a craft workshop

The San Giusto Centre provides **workshops structured like a small craft enterprise or services business**. The courses are organised for individuals with certified disabilities and/or invalidities, also working in synergy with local institutions and associations. For instance, among the many activities available at the San Giusto Centre, the Catering Project and the Cura del Verde Project allow students to apply what they have learned by carrying out activities in the field commissioned by public and private entities.

Fleming | Training to overcome difficulties

The Fleming Centre aims to support people in situations of economic and social disadvantage with professional courses in the catering, tailoring, small maintenance and green care sectors. The courses prepare individuals for job placements in laboratories outside or inside the two centres or for extra-curricular apprenticeships. In addition, the Centre collaborates with enterprises and local authorities to ensure effective employment integration. Among the many projects launched, the **Lavorability Project** promotes the reintegration of inmates into the job market.

The results | When training leads to work

In terms of employment, the two centres are an excellent example of job integration at an Italian level. In particular, in the last five years, 97% of students who completed training courses at San Giusto received job placements. For the Fleming Centre, **the rate of employment is 75%**.

The national average for the same categories of workers is 35.8%.



San Giusto Centre

Fleming Centre



97%

Percentage of people enrolled at San Giusto who found a job



75%

Percentage of people enrolled at the Fleming Centre who are currently employed

Both teachers and students had learnt new skills by the time they returned to the classroom.



Davide Di Martino
Language Lecturer

Distance learning, beyond the emergency

During the educational year 2019-2020, following the health emergency, the Municipality of Milan training centres experimented its distance learning project. Thanks to the excellent results obtained, this course access method has also been proposed in the 2020-2021 catalogue.

Some educational institutions, such as Super, took advantage of the crisis to experiment with new methods of teaching and learning within their own community by means of social media.

Lapis | Super's social TV for teaching applied art.

During the Covid-19 emergency, the Scuola Superiore d'Arte Applicata (Super) was faced with a vital decision: to close down or restructure.

To respond to the imposed change, **Super decided to innovate its services adopting digital teaching and exploiting the multi-channels available on the network.**

This is how Lapis was developed, a free social TV channel dedicated to the teaching of applied art, with a heterogeneous programme dedicated to the School community: a digital atelier for adults, appointments for youngsters and cultural insights and entertainment.

Thanks to a crowdfunding campaign launched in the midst of the pandemic that raised over € 25,000 and supported the transformation of the educational syllabus, Super managed to transform a traditional school into a platform that currently has 2,680 registered members. All this while maintaining a sense of community, sharing and experimentation that has always characterised it.



Social TV - Lapis

Our professors are unmasked heroes. Thank you!



Alessia Casiraghi
Arte&Messaggio student

#MILANO FORMAZIONE | STORIES, VOICES AND FACES

You take the social page of the Scuola del Castello. Add a television expert, the availability of the teachers, a weekly programme schedule, video clips with a hundred "tricks of the trade", streaming lessons, crowdfunding to cover costs and great enthusiasm and passion. The result is a social media tv: 340 episodes and 170,000 views, showing consistent ongoing growth.

I graduated from the Civic School of Violin Making and then worked a few years with a master violin maker. I found out about the Metter su Bottega grant and I looked for a suitable place in the neighbourhood but I had never faced a long-term project before. Today my customers are mainly from abroad but mine is an open craft shop, a workshop showcase where people enter driven by curiosity.

Andrea Stanzione
Manifatture Sonore, VillaPizzone



Our Centre allows students to discuss matters with others and grow both personally and professionally. It is an opportunity for disabled youngsters to acquire skills to use on future self-promotion and, why not, entrepreneurial work.

Raffaella Restelli
Head of Fleming and San Giusto Training Centres
Municipality of Milan

Stefano Mirti
Director of the Scuola Superiore
di Arti applicate del Castello



The school building remained closed for a long time, but the soul of the institute was transmitted to us by the teachers who were always present and ready to help us through any difficulties, allowing us to live the normality of our school even though we were confined to our bedrooms. Our professors are unmasked heroes. Thank you!

Alessia Casiraghi
Arte & Messaggio Student



I entered the spin off after graduating in communication and graphics at the Arte&Messaggio School. Experienced lecturers and tutors mentored me every day, until I become autonomous and independent in my activity as a web designer.

Ilaria Coppola
Former Arte & Messaggio student

During the covid emergency, distance learning became a huge challenge for all teachers involved, showing just how essential an open disposition towards embracing the new is key to overcome crisis events. Both teachers and students had learnt new skills by the time they returned to the classroom.

Daide Di Martino
Language Lecturer



Managing the teaching of 10 different languages has led me to realise just how much our courses are appreciated by the users who have gradually diversified over time: from "leisure time" courses we have now developed language courses linked to international certifications, with syllabuses that include both the linguistic and cultural aspects. Definitely a professional and work-related plus.

Elena Manenti
Head of Language Courses
Municipality of Milan



The optics sector is constantly evolving: I chose the two-year Optometry course at PLO Visconti because some of the lecturers had been good teachers at the optics school I went to. The course is held by registered lecturers and independent professionals and this provides a solid and immediately usable preparation. Moreover, there is more "impartiality" and meritocracy compared to other courses I have attended

Andrea Visconti
Centro Visconti Optometry
course student

I moved from Rome to Milan to attend the violin making course. My dream was to learn how to build plucking instruments, an ancient and extraordinary craft that is almost an art form. The Violin Making school represents a level of pure excellence in this field!

Gabriele Paride Intrigilla
Former violin making student



For me Arte&Messaggio was not just a school, but a 360 degree experience that allowed me to become acquainted with the world of communication in its entirety

Valentina Russo
Graphic Designer
& Art Director,
former student
Arte & Messaggio

#Milano Innovazione Sociale

New ideas to deal with the social challenges of our time

In October 2018, ten European cities including Paris, Barcelona, Strasbourg, Warsaw and Turin met for three days here in Milan to present their Social Innovation Action Plan. Each city had chosen a social challenge to deal with and a strategy to put in place in the coming years. Milan chose the issue of inequality: the risk of widening the gap between “the city running ahead” represented by the rapidly changing city centre and new neighbourhoods, and “the city that’s left behind” where there are still high rates of school dispersion, social marginalisation, unemployment and youth inactivity.

The approach chosen by the Municipality is typical of social innovation: to consider citizens not only as passive bearers of demands, but also an extraordinary source of energy and creativity to be able to satisfy them. An approach that, already during the previous period of office, inspired the Administration’s interventions on the prison economy, on startups with social impact and on the aid granted to persons and enterprises in temporary difficulties provided through the Fondazione Welfare Ambrosiano.

Starting from what had already been done, and thanks to the resources of the European PON Metro programme, we worked together with citizens, associations and social enterprises with the ambition to turn the outskirts of Milan into a laboratory where new ideas and new social relations can be put in place to meet the emerging requirements of our time. The pandemic has not interrupted our efforts. On the contrary, it has made us even more aware of how important it is to get to know and support the enterprises that grow from the bottom up in our city. The following pages highlight our objectives and goals and the results of our work. There are also indications on how to continue in this direction.



Annibale D'Elia
Director of Economic Innovation
and Entrepreneurship Support
Municipality of Milan

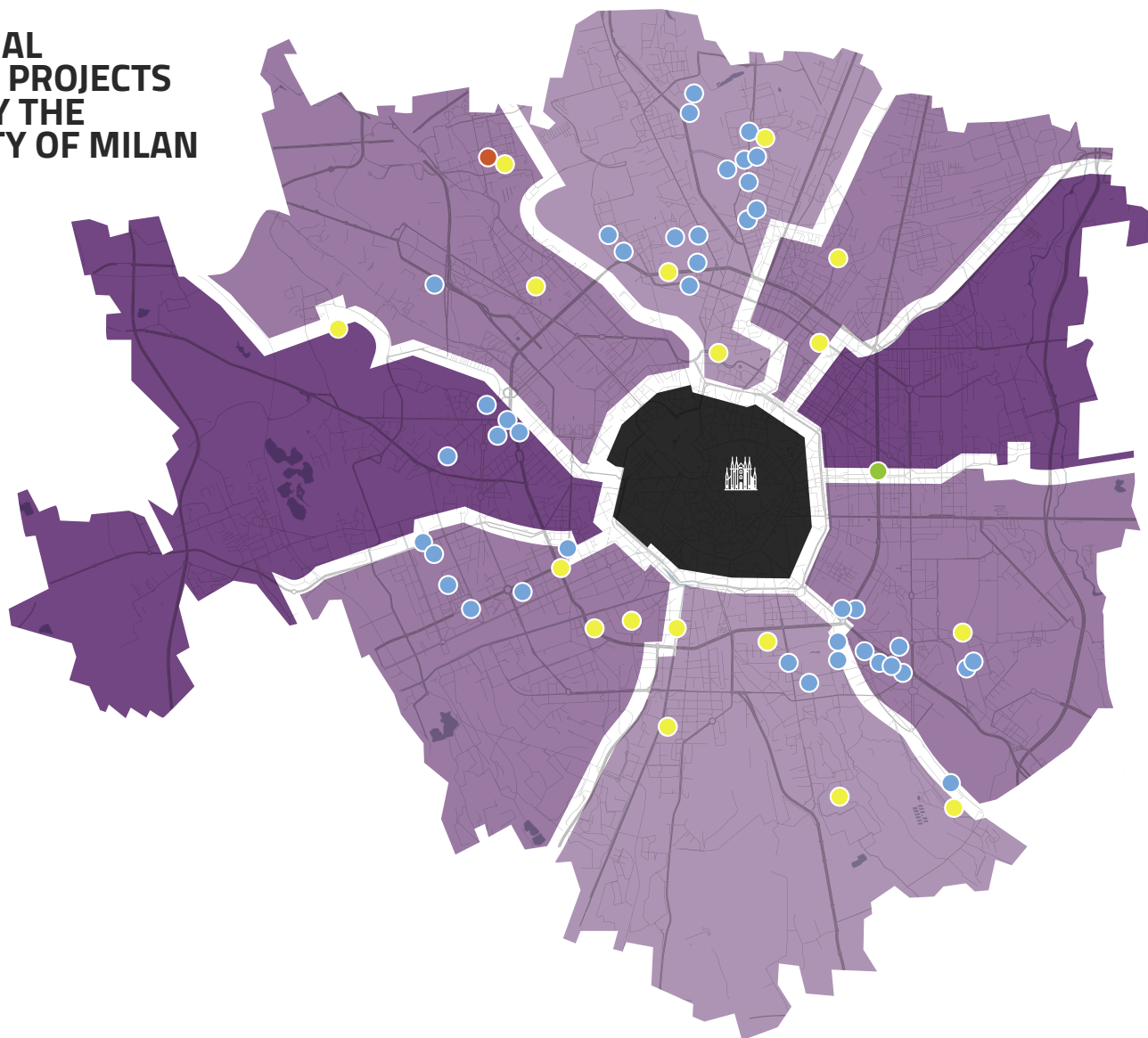
MAP OF SOCIAL INNOVATION PROJECTS FINANCED BY THE MUNICIPALITY OF MILAN



Comune di
Milano

IL CAPITALE URBANO

Five years of policies focused on innovation, inclusion and local development in Milan



- Fondazione Welfare Ambrosiano
- Civic Crowdfunding Projects
- Viale dei Mille Consortium
- The Scuola dei Quartieri (District School) Projects

The Municipality of Milan
for the **2016 | 2021**
social innovation



The Scuola dei Quartieri

42 financed projects in the suburbs starting from the ideas of the inhabitants



Crowdfunding Civico

19 projects co-financed by the Municipality and by citizens' micro-donations



Viale dei mille Consortium

The workshop and the consortium of prison cooperatives



Fondazione Welfare Ambrosiano

Non-assistance welfare for people and companies in temporary economic difficulty

The Scuola dei Quartieri

Citizens are what make the cities

The Scuola dei Quartieri is a public and popular school of innovation and social entrepreneurship, designed to render citizens major players in the processes of change adopted by the city. The School has two objectives:

- to create new projects and services developed and put in place by citizens to improve life in local neighbourhoods
- to change the suburbs of the city, enhancing the energy, creativity and enterprising skills of the inhabitants

The Scuola dei Quartieri provides a variety of free public activities, available to all citizens, without limits concerning age, nationality or level of education.

Meetings in the Districts

The Scuola dei Quartieri organises **seminars and training meetings** open to all citizens to learn how to develop, starting from the characteristics of the district and the needs of the communities.

Advanced training

Those who have an idea, and want to turn it into an actual project, can respond to a **call for proposal issued by the Scuola dei Quartieri** and attend an intensive training course led by experts in social entrepreneurship.

Grants for business startups

At the end of the advanced training course, **the best projects receive a "project grant"**: a maximum of € 25,000 to shift the project from theory to practice, as well as customised support services for the first year of activity.

Partnerships and collaborations

All the activities of the Scuola dei Quartieri are realised in collaboration with local enterprises. Associations, traders, craftsmen and active citizens participate in the development of the School reporting needs, experiences, stories, or ongoing activities, hosting lectures or meetings at their premises, becoming supporters or teachers, or helping new projects start and grow over time.

The first edition of the Scuola dei Quartieri took place from January 2019 to June 2021 and was funded with resources from the PON Metro Milano 2014-2020. In two and a half years, **more than 70 meetings took place involving over 2,000 people and 369 local organisations**. During the first 3 calls for proposals 69 groups of citizens were selected to participate in the advanced training. 42 of them set up new associations or social enterprises. The majority of participants at the Scuola dei Quartieri (61%) are women. When the Covid-19 pandemic arrived, all the Scuola dei Quartieri activities were moved online.



The numbers of the Scuola dei Quartieri

- 70 public initiatives in the districts
- 2,260 participants
- 3 public calls for proposals
- 187 idea proposals
- 69 selected groups
- 210 participants in advanced training
- 42 new non-profit organisations
- 983,278 euro of grants issued



In 2019, first place at the **Cresco Award** for the best urban regeneration project



The Scuola dei Quartieri | end of course lunch



The numbers of the Civic Crowdfunding

- 19 financed projects
- 3,945 donors
- 313,000 euro of micro donations collected
- 422,000 euro of municipal grants issued
- 100% campaign success rate



Wellbeing Cities Award 2019

In 2019, in Montreal (Canada), the Civic Crowdfunding of the Municipality of Milan was the absolute winner in all categories



Aisha Project | winner of the Civic Crowdfunding

Civic Crowdfunding

Taking care of our districts? Let's do it together!

Civic Crowdfunding is an innovative way to finance social and cultural projects in local districts: the Municipality, non-profit organisations and citizens join forces to improve the city. The first Civic Crowdfunding in Italy was realised by the Municipality of Milan in the 2015 – 2017 three year period and led to the financing of 16 social innovation projects with a collection of € 330,000 and a non-repayable fund of equal amount. The second edition in 2020, after the end of the first lockdown, was launched with the aim of supporting social projects set up during or in response to the health crisis.

A call for projects and online training

Between May and July 2020, the Municipality of Milan published a **call for proposals to tertiary sector enterprises to select social and cultural projects having significant impact on communities**. During the preparation of the applications, the organisations intending to take part were able to follow a free training path to learn how to develop an effective crowdfunding campaign.

The selection of applications by candidates

The response of the city was outstanding: from among over 60 candidates, the Municipality of Milan selected the 20 winners who carried out the crowdfunding campaigns on the Produzioni dal Basso platform.

Crowdfunding campaigns

The winning organisations prepared the campaigns, mentored by a dedicated tutor. Each enterprise had 60 days to collect 40% of the resources required to realise their project by means of small donations. The Municipality financed the rest of the project costs (60%) with a **non-repayable fund grant of up to € 60,000**.

Result: 100% of the financed projects

All campaigns reached their targets. In 6 months, about 4,000 donations (average amount: € 75) raised € 313,000 releasing the non-repayable fund grant of the Municipality of Milan. The organisations had a total of over € 735,000 at their disposal to realise ideas that improve the services, the inclusion and the quality of life in the suburban areas of the city. And every euro donated by citizens was more than doubled.

Partnerships and collaborations

The second edition of the Municipality of Milan Civic Crowdfunding was realised with the resources of the PON Metro Milano 2014-2020, in collaboration with **Produzioni dal Basso** and **Ginger crowdfunding**, with art direction by **Super - Scuola Superiore d'Arte Applicata del Castello**.

Imprese ristrette

The prison economy, a resource for the city

According to official estimates of the Ministry of Justice, the work experiences when in prison greatly reduces the risk of recurring offenders. At the same time, the enterprises established in the Milan detention centres can contribute to the economic and social development of the city.

For this reason, the Municipality of Milan has been committed for some time now to supporting the so-called "imprese ristrette" operating in the 4 prisons in Milan, i.e. Opera, Bollate, San Vittore and Beccaria.

○ The accelerator for *Imprese Ristrette*

An important step in this direction was the creation of the **AIR Accelerator for Imprese Ristrette**. Launched in 2011 to give support and mentoring to the old and new enterprises established in the Milan prison facilities, the Accelerator has gathered and promoted the networking of 23 prison based enterprises and cooperatives operating both inside and outside the facilities.

○ The Consorzio VialedeiMille

In 2015, the municipality asked the enterprises that benefited from contributions and mentoring pathways provided by AIR to create a consortium to independently continue the promotion of the prison economy, making available an under used Municipal space. Thanks, therefore, to the joining of forces of five social cooperatives operating inside the Milan prisons, the Consorzio VialedeiMille was established.

At its headquarters in Viale dei Mille 1, **the Consortium set up a point of sale for the products realised in the prisons inside and outside Milan**, it organises cultural initiatives and citizen awareness programmes and still today it is the only consortium in Lombardy dedicated exclusively to the prison economy.

○ The development of the Consortium business operations

Over the years, the Consortium has expanded its range of products and services, extended its collaboration with other prison enterprises and increased the number of employees, with **an increase in turnover from € 1.5 million in 2016 to € 4.3 million in 2019**. In addition, the Consortium provides advice and support for the start-up of other imprese ristrette and develops exchanges of good practice and business with the subjects of the prison economy operating at European level.

In 2019, the sales space was completely refurbished and in 2020 the e-commerce and home delivery services were activated. Through the cooperative members and project partners, the Consorzio VialedeiMille provides jobs for about 180 people, 155 of which having problems with the law.



The numbers of Consorzio VialedeiMille

- 5 social cooperatives
- 1 point of sale
- 30 partner prison enterprises
- € 4.3 million turnover in 2019.
- 180 employees
- 155 inmates serving alternative sentences or former inmates



We support the prison economy with the promotion and sale of products made in the most active prison facilities



Marika Del Zotti
Consorzio VialedeiMille



The numbers of the Fondazione Welfare Ambrosiano

- 6 founders
- 5,600 workers and residents supported
- € 4,340,000 of the redundancy fund disbursed in advance to 1,300 families
- € 3,831,000 for access to credit for 561 people in temporary difficulty
- € 1,242,359 in guarantees for 70 enterprises receiving funds pursuant to Law 266/97
- 650 aspiring entrepreneurs and 205 enterprises mentored during the development of the entrepreneurial project
- € 1,042,000 for micro-credit to enterprises
- € 98,000 to cut interest rates



The objective is to build relationships based on confidence and trust and become a reference point to help women express themselves and achieve their goals also when it comes to their look. Seeing a woman who is satisfied and even more confident in herself and more beautiful thanks to a dress is my daily exercise!"



Erica Marigliani
Partita Attiva

Fondazione Welfare Ambrosiano

An alliance for a new concept of welfare

The Fondazione Welfare Ambrosiano is a non-profit institution founded by the Municipality of Milan, Metropolitan City of Milan, Chamber of Commerce of Milan, Monza Brianza Lodi, CGIL, Cisl Milano and Uil Milano Lombardia.

The Board of Directors of the Fondazione is chaired by the Councillor for Labour Policies, Productive Activities, Commerce and Human Resources Cristina Tajani.

Since 2011, **the Fondazione has been promoting initiatives in favour of people in temporary economic difficulty** who reside and work (or do business) in the Metropolitan City of Milan and for whom there are no other forms of public or private protection.

The activities to combat poverty

In the first 10 years of activity, the Fondazione has helped about 5,600 workers and residents in the Metropolitan City of Milan: people and families who, by means of various instruments and initiatives, have been reactivated to prevent them from falling into poverty. Specifically:

- **1,300 households** benefited from the advance payment of the redundancy fund subsidy;
- **561 persons** benefited from the Solidarity Credit 1.0 project to access credit backed by guarantees and to pay primary family expenses in moments of particular fragility;
- **60 families** in situations of temporary hardship were supported both economically and in the recovery of their economic and social autonomy by means of the online Energy project;
- **68 students of the Teatro alla Scala Academy** who were able to attend the courses thanks to the honour loan disbursed by the Fondazione.

Actions in support of entrepreneurship

In the same period, in collaboration with the Directorate of Urban Economy and Labour of the Municipality of Milan, **the Fondazione supported 70 companies and aspiring entrepreneurs in receiving the contributions under law 266/97** which benefited from the mentoring and support services relating to the issue of guarantees.

In total, 205 new enterprises and 650 aspiring entrepreneurs were mentored during the start-up and the development of their entrepreneurial project, including the disbursement of micro-credits and contributions to cut interest rates.

In the light of the new scenario generated by the Covid-19 pandemic, the Fondazione has launched new areas of activity to intensify its commitments.

Milano Aiuta - Servizi e Progetti

A platform for innovation, collaboration and solidarity

With the sudden initial lockdown in March 2020, many Milan based organisations dedicated their time to inventing new ways to meet the demands of its citizens: from supermarket queue avoidance Apps, to neighbourhood mutual help groups, theatres and museums that moved their programmes online to services for non-self sufficient and senior citizens.

Many people contacted the municipality offices, both to report their activities and to ask for support. This led to the establishment of **Milano Aiuta – Servizi e Progetti**, an online platform created by the Municipality to give visibility to all initiatives available to citizens and businesses in Milan during the Covid-19 emergency.

○ An online catalogue of services and projects

The platform was initially designed to map collaborative economy experiences in Milan. In a few days it was completely rethought **to facilitate the matching of the supply and demand of support services in the dramatic days of the lockdown**. The catalogue was organised into 8 categories: services to people, solidarity, art and culture, education, neighbourhoods, work and business, health and well-being, daily life.

○ The response of the city

The platform was launched online in early April and in just a few weeks, hosted **up to 160 reports and was visited by around 40,000 unique visitors** (source: Milano Aiuta analytics). Moreover, according to the “Milano ti Ascolta” report that recorded the level of knowledge and satisfaction of the Municipality's services during the first wave of the pandemic, the Milano Aiuta - Servizi e Progetti platform was known to 58% of the survey sample and was rated as “useful” or “very useful” by 79%.

○ Partnerships and collaborations

The Milano Aiuta - Servizi e Progetti platform was realised by the Municipality of Milan in collaboration with a series of organisations identified by a public call for proposal: Università Cattolica - Trailab, Politecnico di Milano – DASTU, Collaboriamo Aps and Super Scuola Superiore di Arti Applicate del Castello.

In January 2021, the platform was taken off-line. The open source code is now available to other administrations for reuse projects.



The numbers of MilanoAiuta - Services and projects

- 8 categories
- 160 verified and reported projects
- 40,000 unique visitors
- 79% positive citizen ratings

The Milano Aiuta - Servizi e Progetti platform was effective in promoting our psychological listening service, expanding the knowledge and communication concerning Milan



Giulia Travaini
Itaca Project



Glossary

NextGenerationEU | is a European Union recovery package to support member states hit by the COVID-19 pandemic; the fund is worth €750 billion and aims to help repair the immediate economic and social damage caused by the coronavirus pandemic and create a post-Covid-19 Europe that is greener, more digital, resilient, and ready to face the present and future challenges.

europa.eu

Local Civil Economy

A new programme to accompany the recovery

Accompanying the redevelopment hardware interventions in the city's suburban districts with software actions to support the emergence or growth of social impact entrepreneurship. With this objective in mind, the Municipality of Milan developed its **Integrated Programme for Local Civil Economy**. In April 2021, the project was presented as a candidate for funding by the European NextGenerationEU programme for a total of € 15 million.

Continuity of ongoing trials

The idea behind the project is to provide continuity to the actions supporting innovation and social entrepreneurship experimented in the pre-pandemic period. In particular, the programme involved:

- the continuation of the **Scuola dei Quartieri** and the **Civic Crowdfunding projects**, which both started with the Pon Milan Metro 2014-2020;
- the extension of the **Support for social impact enterprises** project, experimented in the Lorenteggio district and which would be extended to other districts of the city undergoing transformation and requalification processes;
- the integration with the **Local Economy Accelerator** project, an experimental service of the Municipality of Milan, currently financed with the resources of the Social Innovation Fund of the Department for Public Service, Presidency of the Council of Ministers and aimed at experimenting new social impact financing schemes to support micro and small enterprises operating in the suburban districts (craft workshops, local shops, district services).

Space and resources for a new concept of economy

The ambition of the new programme is **to boost the so-called "civil economy"**: a fabric of profit and non-profit enterprises deeply rooted in the territory that create new services to the advantage of the weaker categories, that revitalize the districts from a social, cultural and economic point of view, that create new job opportunities for residents, with particular reference to the most fragile segments of the communities.

We also want to create a cinema for the younger citizens in the Giardino delle Crocerossine, a fenced park that is safe for children in the Giambellino-Lorenteggio district. A cinema which can also be enjoyed by parents, in a moment of peace and freedom, sipping a glass of wine while we take good care of the kids.

CINEMARMOCCHI
Project W, Lorenteggio



Imagine an online platform where you can order the home delivery of a dinner, book or local product. Imagine that the purchase helps to ensure that the riders benefit from a fair work contract, adequate training and the equipment they need. Then imagine that, by ordering something for yourself, you become part of a social, supportive and sustainable project.

SO.DE - Social Delivery
Dergano



FALEGNAMERIA CUCCAGNA
Cooperativa Sociale Comunità
Progetto in Porta Romana



We will create a social carpentry vocational project at the Cascina Cuccagna, to support job placement and social inclusion of unaccompanied foreign under-aged children. It will be an entrepreneurial project but also a meeting place open to the public, where self-production can be practised together.

Thanks to the Civic Crowdfunding we will build an urban climbing wall in the Greco district by equipping a railway arch. We want to promote climbing as a sport, a game and a moment of socialisation that is accessible to everyone. Together we will transform a space at risk of degradation into a resource for the neighbourhood. We are delighted that the citizens of Greco were the main donors.



CLIMBING PROJECT
Cooperativa sociale
ABCittà in Greco



"InDependenteMente" is a project that welcomes, trains and orientates women who are victims of violence and discrimination towards a new future. We are able to give our recipients a second opportunity with training, coaching and job placement activities.

INDIPENDENTEMENTE
Aisha Project, via Padova

Milano Mediterranea is a participatory art centre, where all the citizens of the district become active protagonists of cultural programming and production, with participatory artistic projects and co-planning of a district festival. This path aims to create new expression and participatory spaces and the activation of inclusion paths.

MILANO MEDITERRANEA in Lorenteggio



We are two humanists who came face to face with the vacuous horror of post-university. This is how Memorabilia was founded. We propose encounters among the elderly who wish to relate their own experiences and individuals who are able to elaborate them in a narrative form. A space dedicated to individual expression and cognitive gymnastics that will lead to the creation of a memorial book of personal and historical-archival value.

MEMORABILIA Project in Giambellino-Lorenteggio

We are an ethical workshop where you can find bulk organic products, delivered by supply chains respecting the environment and labour conditions, but also a reference point for the placement in the job world of individuals with intellectual disabilities. Like a "gym" where youngsters and older citizens learn to become sales assistants and then see their career "take off" working for other companies.

ZEROPERCENTO in Niguarda



Our enterprise was founded in 2015 with the support of the Municipality of Milan to provide a concrete development opportunity to the prison economy and the cooperatives operating in prisons. In addition to meetings, events, discussions and collaborations with non-profit organisations, we also support the prison economy with the promotion and sale of products made in the most active prison facilities.

Marika Del Zotti Consorzio Vialedeimille



Antonio Baldissarri Cooperativa Cidiesse

A professional laboratory in the Carcere Minorile Beccaria juvenile prison. Thanks to the support of the AIR (Acceleratore di Impresa Ristretta), Cooperativa Cidiesse brought technical work to the prison. Since 2013, 25 youngsters have benefited from this work and vocational training experience. 90% found stable and qualified employment, and the offender relapse rate fell from 70% to 10%.

#Milano Manifattura

Production (sustainable and circular) returns to the city

In recent years, thanks to the Manifattura Milano programme, the municipality focused on renewing the pact between the Italian cities and provinces, imagining being able to overcome a consolidated separation of roles.

Instead of viewing Milan only as the capital of services in a country of cities and districts dedicated to manufacturing, we imagined spaces, exhibitions and events capable of creating virtuous short circuits using digital production, craft know-how and automation 4.0.

On the one hand, we wanted to relaunch the visibility of manufacturing enterprises already present in the metropolitan area, with programmes such as Manifatture Aperte. On the other hand, we encouraged new establishments capable of developing original forms of research and development, paying particular attention to the innovation potential of youngsters.

The Fab Labs, research laboratories and other hybrid spaces with a powerful manufacturing approach that have populated the city in recent years, are proof of the ability of manufacturing to create “good quality jobs”. At the same time, they build original relationships with the productive province searching for new spaces in the city to develop their ability to respond to the demand and with new potential users.

Overall, this aspect constitutes a qualifying element of the originality of Milan's programmes with respect to the international scenario and qualifies it to take on the role as central promoter of the entire national economy.

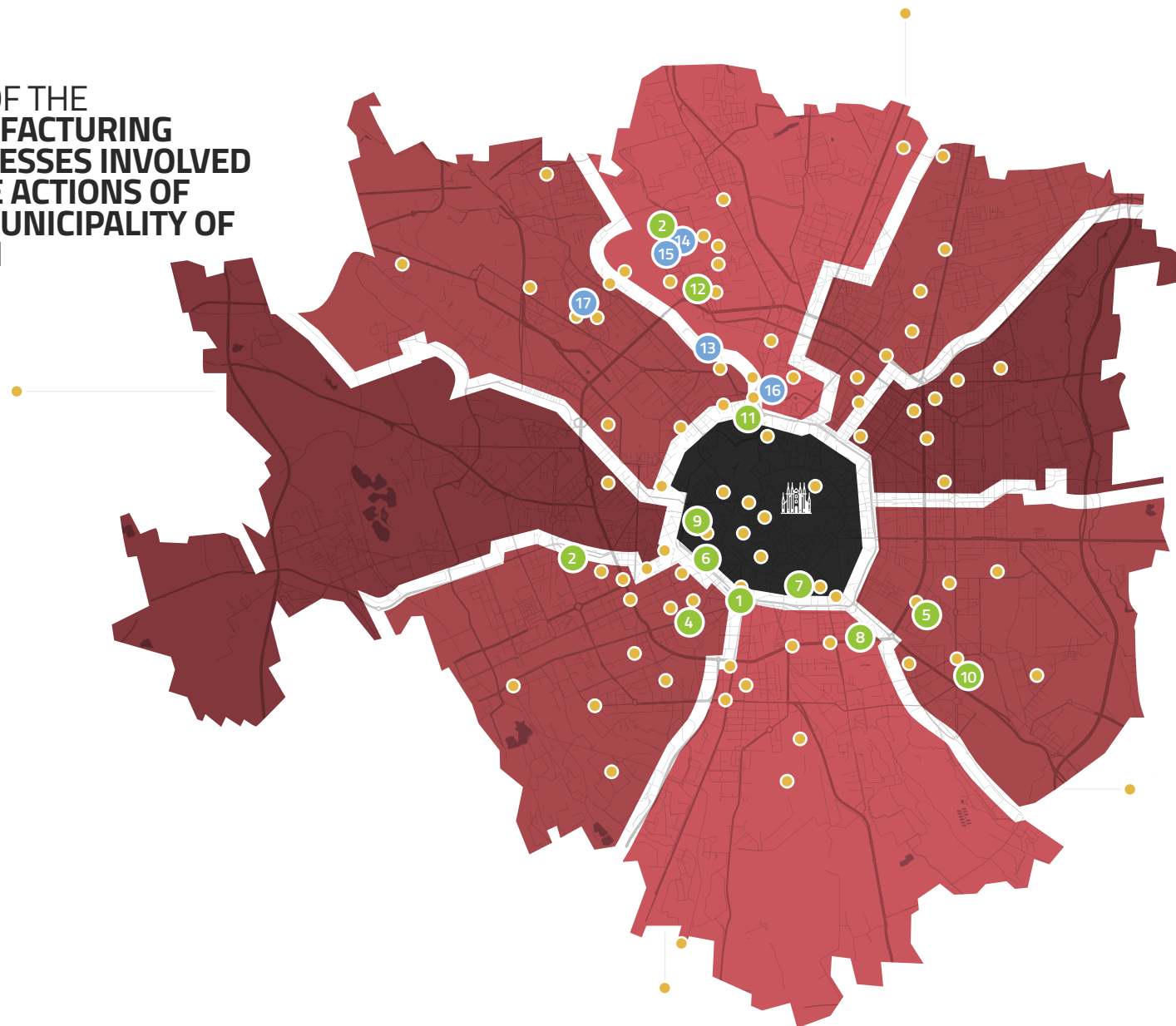


Stefano Micelli
Chair of the Scientific Committee
Manifattura Milano

MAP OF THE MANUFACTURING BUSINESSES INVOLVED IN THE ACTIONS OF THE MUNICIPALITY OF MILAN



IL CAPITALE URBANO
Five years of policies focused on
innovation, inclusion and local
development in Milan



FABLAB AND MAKERSPACE

- 1 DamA Space
- 2 Laboratorio Creativo Metropolitano
- 3 Makers Hub Ideas Bit Factory
- 4 Miocugino - workshop of deeds and ingenuity
- 5 OpenDot
- 6 SuperForma Lab
- 7 Techinnova - Innogrow
- 8 The Fablab srl
- 9 TinkeringZone Maker space
- 10 Vectorealism FabLab
- 11 Yatta! Fai da noi
- 12 WeMake

SPACES AND WORKSHOPS FOR MANUFACTURING ACTIVITIES

- 13 LOM
- 14 Polifactory
- 15 MADE
- 16 Milano Luiss Hub
- 17 Officine De Rolandi

- The open manufacturing enterprises

The Municipality of Milan
**for the urban
manufacturing** 2016 | 2021

12

FabLab and Makerspace
Digital fabrication workshops
in the qualified list of
the Municipality

5

**Spaces and workshops
for manufacturing**
Spaces for 4.0 manufacturing
and the new craftsmanship,
partner of the Administration

172

Open factories
Small and large manufacturing and
craft businesses involved
in the initiative of the Municipality

Manifattura Milano

Manifattura Milano is the Municipality of Milan's programme for the promotion of **manufacturing in the city**.

The programme was launched in 2017, after a consultation process involving over 50 experts and industry stakeholders, and it is structured into different lines of action:

- technology 4.0 training
- animation and communication
- recovery of decommissioned urban spaces
- disbursement of grants to enterprises
- studies and research
- networking of laboratories and spaces for innovation

Manifattura Milano is inspired by similar programmes in other cities around the world such as **Barcelona, Paris** and **New York City**. The objective is to foster the launch, the settlement and the growth of enterprises operating in the field of urban manufacturing and new crafts to create new jobs, regenerate the suburbs and promote social cohesion.

The idea behind Manifattura Milano is to use the technologies of the Fourth Industrial Revolution not to replace but to enable the work of humans, in strong connection with the recovery and valorisation of the city's **outstanding craft and manufacturing tradition**.

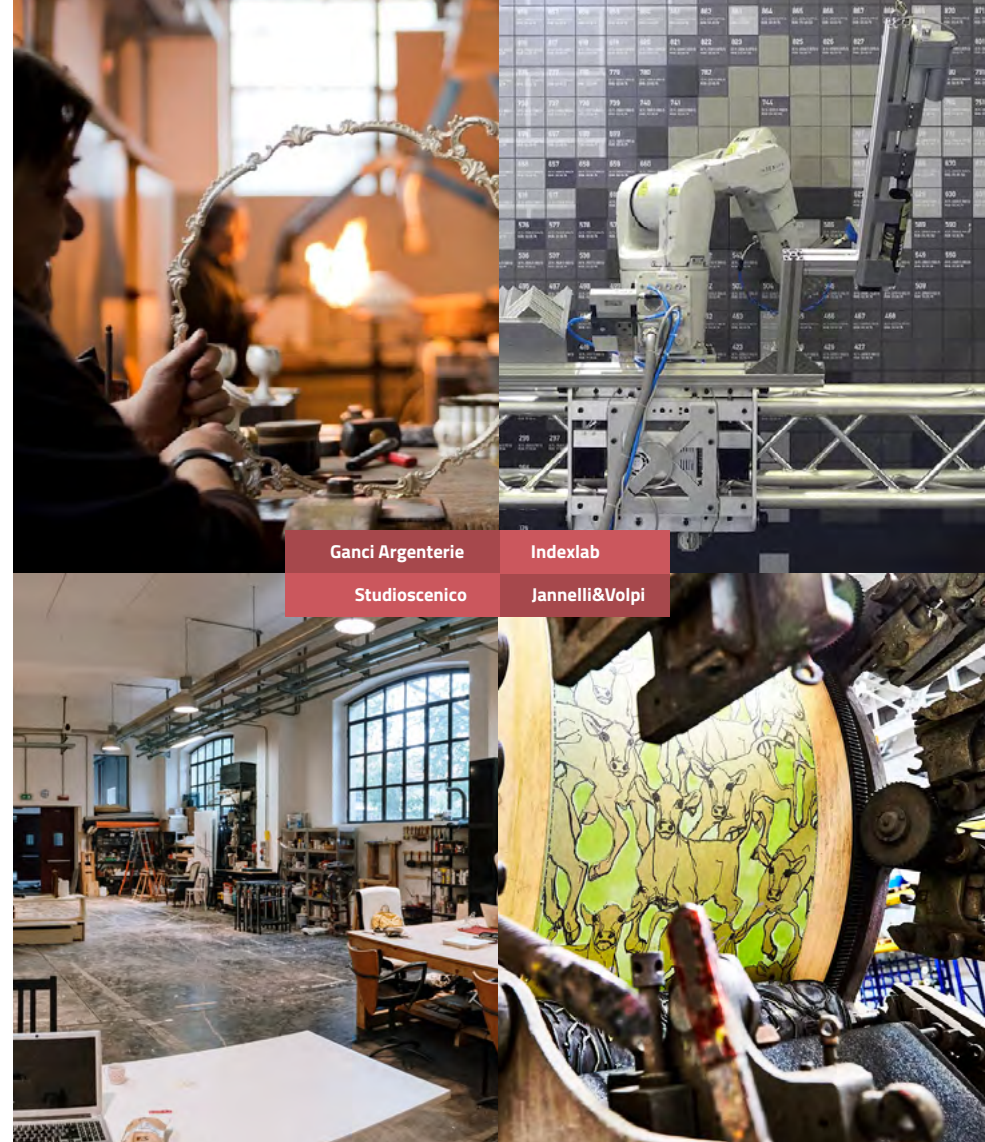
Partnerships and collaborations

The activities of the Manifattura Milan programme have been carried out in collaboration with Assolombarda, API, CNA Milano, Apa Confartigianato Milano Monza Brianza, Chamber of Commerce of Milano Monza Brianza Lodi, Fondazione Cologni Mestieri d'Arte, Ordine Ingegneri della Provincia Di Milano, Assimpredil Ance Milano Monza Brianza, Polimi – Polifactory, Ucimu and Unione Artigiani.

*Manufacturing returns to the city.
Digital craftsmen, startups and makers create
industrial 4.0 enterprises. A model that is successful
in Europe and also of interest in Italy*



Il Sole 24 Ore
6 May 2018



Ganci Argenterie

Indexlab

Studioscenico

Jannelli&Volpi

Glossary

4.0 | is a common expression for the so-called Fourth Industrial Revolution: an integrated set of digital technologies (robotics, internet of things and 3D printing, artificial intelligence, etc.) that are leading to a transformation in production practices, comparable to previous industrial revolutions generated by the invention of steam machines ((XVII century), electricity (XIX century) and electronics (XX century).



The numbers of Manifatture Aperte

- 7 topic based courses:
 - Digital Manufacturing
 - Art workshops
 - Where do you learn about manufacturing
 - Manufacturing and inclusion
 - Passion workshops
 - Design factories
 - Women and Manufacturing
- 2 editions
- 172 manufacturing and craft enterprises
- 11,000 visitors



The numbers of the Manifattura Milano Camp

- 2 editions
- 120 enterprises involved
- 152 speakers
- 5 simultaneous rooms
- + 1,000 participants in the sessions

As regards to Manifatture Aperte, I have seen considerable interest both among sector operators – for example, design students – and among people who are either passionate about jewellery or simply among the inhabitants of the district.



Manifattura Milano Camp | Meet the protagonists of the Fourth Industrial Revolution

One of the objectives of Manifattura Milano is to promote the creation of networks between the different souls of the manufacturing in the city. For this reason, in 2018 and 2019 The Municipality organised at the Milano Luiss Hub for Makers and Students, the first two editions of the **Manifattura Milano Camp**: a day of talks, presentations, workshops, exhibitions and interactive activities entirely organised by means of a public call.

A total of over **120 enterprises** answered the call launched by the Municipality, including startups, research centres, small and medium-sized enterprises, workshops, coworking craftsmen, designers, makerspaces and self-producers. The second edition of the Manifattura Milano Camp hosted **the Official Arduino Day**, a global event of the Arduino community. Among the Camp activities, over 80 girls and boys participated in the Arduino-Hands-on workshops.



Manifatture Aperte | Discovering the places where things are made

Manifatture Aperte is the Municipality of Milan's programme that allows citizens to rediscover **the industrial or handicraft production places**: from the ancient goldsmith's workshop to the modern tailor, from the large factory that operates using circular techniques to the digital manufacturing and 3D printing laboratories. The first edition, which took place in September 2018 in conjunction with the **World Manufacturing Forum**, saw the participation of 71 manufacturing and craft enterprises operating in the city and in the whole metropolitan area that opened their doors to over 4,000 participants.

The second edition, in December 2019, was realized in collaboration with NEMA – Rete Nuove Manifatture. In addition to visiting the city spaces, the programme also included meetings, seminars and events at BASE Milano.

More than 100 companies and over 7,000 visitors took part in the second edition. View the list of 100 plus enterprises that took part in Manifatture Aperte 2019 at manifattureaperte.it.



MANUGANDA
Contemporary Jewellery

Spaces and workshops for manufacturing in the city

As for the actions taken to support urban manufacturing, the Municipality of Milan published a series of public calls and notices to give visibility and network with the most interesting and active enterprises in the city operating in the digital manufacturing, technologies 4.0 and new craft sectors.

FabLab and Makerspace | a network of laboratories where you can make (almost) anything

Makerspaces are “places equipped with digital manufacturing equipment that allow you to manufacture almost anything”. Strongly oriented towards the concepts of collaboration and sharing according to the open source principles, these spaces provide tools and technologies such as 3D printers, numerical control milling machines or laser cutting machines to realize products, prototypes or small-scale productions at low costs.

Some makerspaces are members of the international FabLab network that are part of the Centre for Bits and Atoms at the Media Lab at MIT in Boston.

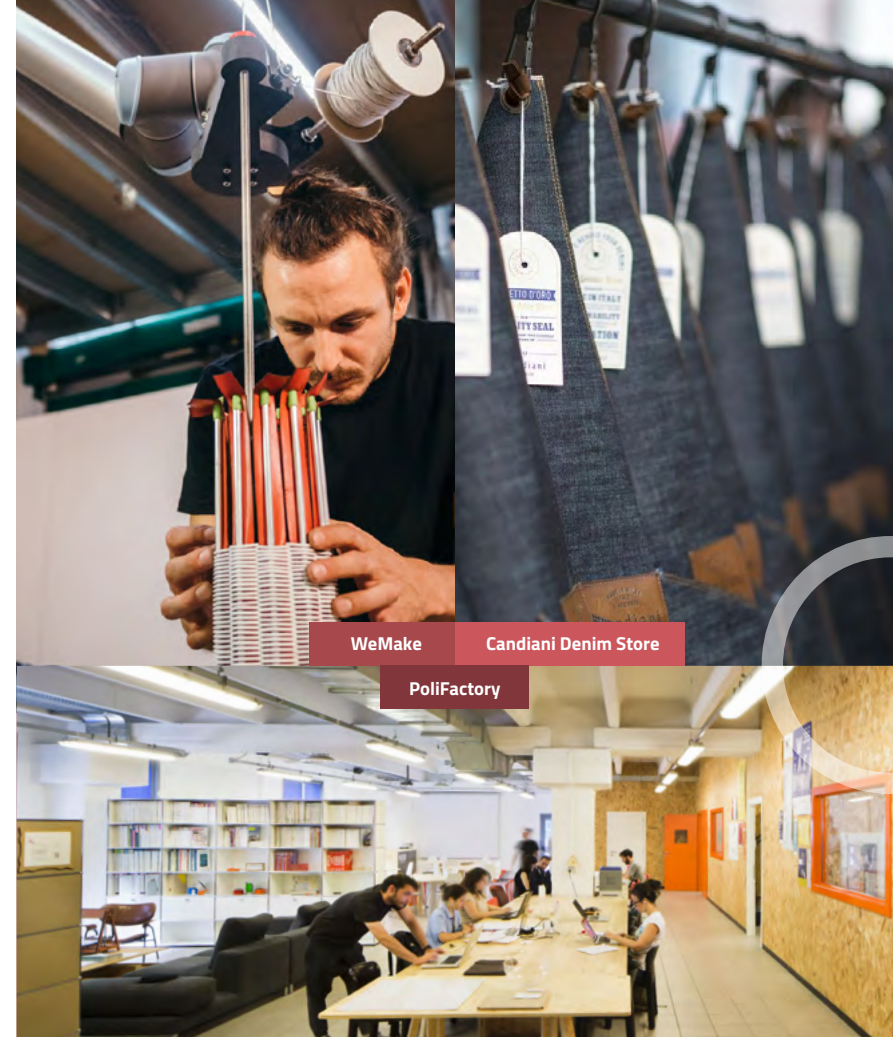
Starting in 2014, the Municipality of Milan launched a series of activities to encourage the start-up and development of makerspaces and fablabs in the city:

- creation of a qualified list of makerspaces and fablabs;
- disbursement of incentives for the creation or growth of these structures, in particular in the suburban areas of the city;
- involvement in the events and initiatives on the Manifattura Milano programme.

Today Milan is the top ranking city in Italy with 12 active Makerspaces and FabLabs, and one of the top ranking in Europe based on the number of digital manufacturing laboratories active in the territory.

Open Care | co-create care tools with people and communities

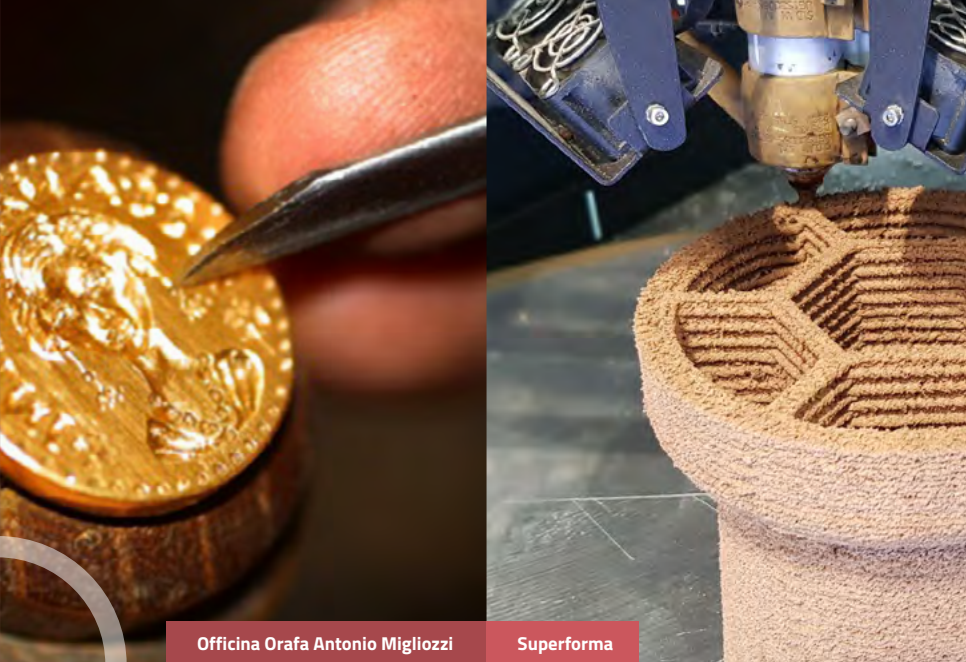
The new digital manufacturing technologies offer a contribution to enable citizens to co-design new tools and aids dedicated to care services, in order to meet special needs that are not satisfied by the standard market supplies. This is the topic of the **OpenCare project**, financed by the Horizon 2020 programme and which for two years – from January 2016 to December 2017 – involved the Municipality together with partners from Italy, France, the Netherlands, Sweden and the UK. The municipality launched an international public call for proposals to encourage the development of new technological solutions such as Apps, digital platforms or products to allow citizens to participate in the care services. The selected proposals benefited from a pathway of mentoring, incubation and networking offered by the project partners. The project about Milan was realized in collaboration with **WeMake, the Milan fablab**.



Marketplace and FabLab



On the Department of Economics and Labour website it is possible to consult a continuously updated register of certified digital manufacturing workshops based on openness, sharing and collaboration, where the 4.0 production technologies are made available to professionals, enterprises, researchers and all citizens



Officina Orafa Antonio Migliozi

Superforma



LOM



FabLab for the prison economy

In 2017 the municipality promoted an experiment involving the fablabs of the qualified list and craft enterprises started up in the Milan based prisons. Prison enterprises took advantage of a free consulting pathway provided by FabLabs, learning the basic techniques for using manufacturing technologies such as laser cutting and 3D printing, improving production processes in terms of efficacy, efficiency and economy.

MADE | The Industry 4.0 skill and expertise hub

MADE is an Industry 4.0 innovation hub promoted by the Politecnico di Milano addressing manufacturing companies at a national and European level with the objective of highlighting the potential of the new technologies and to accompany them throughout the path of digital transformation towards Industry 4.0.

At its headquarters on the Bovisa Campus, MADE offers companies a **2,500 square meter demo-centre**, training rooms, co-working spaces and a special growth path toward digital transformation divided into three phases: providing information and demonstrating Industry 4.0 technologies, explaining by using ad-hoc training activities, transferring and implementing the technological solutions. Visit: www.made-cc.eu

LOM | A new space for production based on craftsmanship and innovation

The recovery of an 18th century farmhouse near the Monumental Cemetery of Milan led to the creation of **LOM - Locanda Officina Monumentale**, a new space dedicated to manufacturing companies that bet on design and internationalisation. The project focuses on creative work and innovation by offering a package of services to support the growth of high-potential manufacturing and craft SMEs and hosts different and complementary functions: offices, laboratories, exhibition spaces, conviviality spaces and a guest house.

Polifactory | The Politecnico's makerspace on the Bovisa campus

PoliFactory is the Milan Politecnico's makerspace. Created and coordinated by the Department of Design in collaboration with the Department of Mechanics and the Department of Electronics, Information and Bioengineering, is **an interdisciplinary research laboratory** that explores the relations between design and new production models. Located in the Candiani Campus (Building B3), in the Bovisa innovation district, Polifactory has a space of 300 square meters that hosts a coworking centre dedicated to its community of innovators and a Fab Lab equipped with digital fabrication technologies, for the materialisation of interactive products-services. Visit:

polifactory.polimi.it

Officine De Rolandi | A craft village in the city

The Officine de Rolandi is a small district within a district: an area of 3,000 square meters which hosted factories, laboratories and workshops in the XX century, and today has become a **factory dedicated to art and craft of superior excellence**.

The courtyard and the former production spaces - recovered also thanks to funding by the Municipality - now hosts 5 workshops for artists and craftsmen as well as locations to hold events, teaching and laboratory activities. An integrated chain during which every participant can benefit from the sharing, not only physical, of the spaces, but also from relationships with architects, designers, interior designers and private individuals. Visit:

www.officinederolandi.com

Milano LUISS Hub for makers and students

Education, startup, digital manufacturing

Milano LUISS Hub for Makers and Students is a space for training, enterprise development and manufacturing 4.0, and the result of the partnership between the Municipality of Milan and a grouping of companies that was awarded a public tender. Opened in November 2017, the new container was built on the redevelopment of a decommissioned property owned by the Municipality in the Porta Nuova area, an area of the city subject to one of the main urban transformations in recent years. There are three main functions in the space:

- an **Education Centre**, a multifunctional space for training activities for young people, students, non-profit institutions, private businesses, institutions. The space is also open to the city, for conferences and events on innovation, digital fabrication, social enterprises, new technologies, art, culture and creativity. The Education Centre is home to school/work alternation projects and has already hosted 6,700 students;
- a **digital manufacturing space** used to hold events, training projects and activities in collaboration with makerspaces, companies and other sector enterprises; it can also be used to start collaborations, realise joint projects, present prototypes and use new 4.0 manufacturing technologies;
- an **enterprise accelerator** with 80 work stations that can accommodate up to 20 teams at a time. Since 2017, the facility has hosted 7 acceleration programs. In addition to accelerated startups during the various programs, the coworking also includes startup teams that previously participated in the acceleration programs and are part of the network.

Hackability

Hackability is a non-profit company established in 2016, to pool the skills of designers, makers, digital craftsmen, with the demands (and inventive skills) of people with disabilities, boosting the growth of the communities that use digital manufacturing, 3D printers and open source cards to create new, personalised solutions that can satisfy the every day needs of people with disabilities. In 2020 the association received a Honorable Mention at the XXVI Compasso D'Oro. Since 2018 the Milano Luiss Hub has been the headquarters of Hackability@Milan, which uses a permanent co-design and open innovation workshop and has carried out over 10 projects in the facility fablab.

Visit: www.hackability.it



The numbers of Milano LUISS Hub

- **2,800** square meters of space for innovation and education
- **54** PCTO courses (formerly work school alternation) completed
- **6,700** students involved
- **800** events organised with over 50,000 participants
- **35** incubated startups
- **7** communities created on digital manufacturing, co-design, creative and cultural enterprises, Industry 4.0, tourism and food, entrepreneurship and startups
- **3** active laboratories: Home of Robotics and Artificial Intelligence, Neuroscience Laboratory for Public Policies, Infohub 4.0tura

Milano LUISS Hub for Makers and Students



MILANO FAB CITY CAMP

OPEN CALL



This project has received funding from the European Union's Horizon 2020 Research and Innovation programme under grant agreement No 855595



#MILANO MANIFATTURA | FOR THE 15-MINUTE CITY

Centrinno

Circular production and sustainable manufacture in cities

In order to build a sustainable future for cities, we must rethink how and where things are made. This is the idea behind Centrinno, a European project funded by the Horizon 2020 programme. The aim of the project is to promote the transformation of former industrial urban areas into **entrepreneurship and social and cultural integration hubs**. 9 European cities have joined the project: Milan (IT), Amsterdam (NL), Blönduós (IS), Paris (FR), Copenhagen (DK), Tallinn (EST), Geneva (CH), Barcelona (ES) and Zagreb (HR). From 2021 to 2024, each partner city will carry out a pilot project to design, create and disseminate hubs focused on innovation, local production, promotion of a sustainability based culture and circular manufacturing, particularly in the former industrial urban areas that have fallen into disuse.

A district based circularity hub

The Milan pilot project focuses on the topics of circular production in fashion and design.

The objective of the pilot project in Milan is to create a **Fab City Hub**, a centre for the promotion of district based circular and sustainable digital manufacturing, addressing both citizens and businesses within the perspective of a 15-minute city. The pilot project activities will take place at BASE Milano, a cultural centre developed in the former Ansaldo area, in the Tortona area, starting from the recovery of the industrial vocation of the area.

Partnerships and collaborations

The Municipality of Milan is the coordinator of the consortium counting **25 partners** from 8 European countries (Croatia, Denmark, Estonia, France, Greece, Italy, the Netherlands and Spain) and 2 non-European countries (Iceland and Switzerland). The Municipality of Milan's partner for the pilot project is NEMA - Rete Nuove Manifatture.



FabLabs in Milan in the Covid-19 emergency

The ability to produce manufactured articles swiftly and at low costs thanks to the use of digital manufacturing technologies, allowed many FabLabs **to make a useful and concrete contribution during the Covid-19 emergency**. Also in Milan, some makerspaces on the qualified list participated in the realisation of protection equipment for doctors and nurses and the production of valves to modify diving masks and transform them into respirators.

Visit: makerfairerome.eu/it/opendot-makers-vs-covid-19

#MILANO MANIFATTURA | STORIES, VOICES AND FACES

A large space, fallen into disuse many years ago, and the idea of bringing it back to life by creating craft workshops, spaces for events and common activities. I had no idea how to approach such a demanding undertaking. At a Formerper course for new entrepreneurs I received the initial drive that gave me the necessary confidence. Winning the Startupper call for proposal was a further confirmation of its validity.

Ludovica Cabib
Officine De Rolandi



We select and collect quality materials that do not deserve to be disposed of after a single use. Despite the initial difficulties, we managed to self-finance the project and were further encouraged when we won the Fabriq Quarto call for proposal. The space is located in the Bovisa district and will be open to the public in summer 2021.

Martina Bragadin
Meta



LAB BARONA
Repair Cafè,
La Cordata s.c.s, Barona

The Lab Barona is a special place where home use objects are exchanged, repaired and transformed over a cup of tea or coffee, giving visitors the time to share their knowledge, experiences and create new friendships, for people of all ages! At the Lab Barona - Repair Cafè you can bring objects and human relationships to life!



MANIFATTURE MACCHINE SOFFICI



In the Milan Luiss Hub for Makers and Students, Hackability@Milan organized more than 40 co-design workshops for people with disabilities, care givers, makers and designers to create tools and aids for autonomy and care. It realised 12 prototypes, 5 seminars, 2 training courses and an exhibition, involving more than 50 people who helped us improve methods and processes.

Francesco Rodighiero
coordinator Hackability@Milano

With Manifatture Aperte we were able to meet a wider and more varied public. A great way to enhance the work of craftsmen, to introduce the activity of the makers and to encourage networking among the enterprises that share the philosophy of quality making. Participants are always very curious, interested and keen to participate.

Noha Guitars



Milano has been a very active city in the Fab Lab and Fab City Networks during the last 5 years. There is a unique local ecosystem that combines emerging private initiatives with the support of the public sector. Projects like Manifattura Milano, or Base, are inspirations for other cities in the world, as well as the Food and Design capabilities of the city and the region.

Tomas Diez Ladera
Founder FabCity Foundation



Milan is one of the cities that has experimented with digital technology and manufacturing the most. Even during the peak of the emergency period, it played an important role in coordinating the Maker response to Covid-19, given both the concentration of FabLabs and makerspaces, and the interest in digital, distributed and innovative manufacturing and production, especially if local. There is a level of sensitivity that is difficult to find elsewhere

Enrico Bassi
Open Dot

Our company has just celebrated its 150th anniversary. I remember a long letter that I wrote to the Municipality of Milan asking for more attention to be paid to the historical craft enterprises of ultimate excellence. The response was heard and turned into a city stage that, with elegance and culture, allowed the workshops and artists to meet the citizens of Milan and anyone else who wanted to experience such a unique opportunity.

Paola and Mauro Merzaghi
Gioielleria Merzaghi



Our goal was to show what goes on behind the scenes at our production site. Explaining how we establish our projects, production processes, the production chain built over the years and above all the industrial vision in line with our respect for the environment in the perspective of continued sustainability is an important and necessary opportunity for discussions. In this manner our work becomes a regenerating force for the community and for the territory, where work is interesting and useful.

Paola Jannelli
JV Jannelli e Volpi

#Milano Lavoro

Five years of **quality employment policies**

During its time in office, the Municipality of Milan has consolidated and further developed an absolute leading role in the Milan labour market, where it is confirmed as the main player for the supply and an employer capable of rethinking organisational and management logic, promoting innovation and development.

Over 3,500 employees were recruited by the city council headed by Mayor Sala, equal to 25% of the total workforce; an injection of new professional expertise which is important to accompany the ongoing generational change and support the levels and standards of the city services. Digitising of recruitment procedures, orientation towards skill profiles and connections with the Universities and Training Institutes in Milan were the qualifying elements of this recruitment season, which many refer to as an experience of national excellence. The lean work programme, now operating at full capacity, ideally closes the organisational pathway of an administration that has used all the management levers and valorisation of human resources to promote a widespread culture based on responsibility and results.



Valerio Iossa
Organisation and Human Resources
Director Municipality of Milan

MAP OF JOB CENTRES OF THE MUNICIPALITY OF MILAN



IL CAPITALE URBANO
Five years of policies focused on innovation, inclusion and local development in Milan



- 1 Via S. Giusto, 65
- 2 Via Alessandro Fleming, 15
- 3 Via Piero Strozzi, 24
- 4 Viale Gabriele D'Annunzio, 15



Reconciliation

Support for work-life balance for its own employees and for employees of local enterprises



Observers

Analysis of the transformations in society, the economy and the world of work



Innovation

Promotion and experimentation of new forms of work organisation for the growth and well-being of workers



Inclusion

Support for job placement with particular reference to fragile subjects through services and projects



Security

Promotion of safety at work through agreements and collaborations with trade unions, institutions and companies in the territory

The Municipality of Milan's **commitment to work** 2016 | 2021

The job information desks and centres of the Municipality of Milan

Managing work aspects means guaranteeing rights, explaining duties and generating opportunities. The Municipality of Milan facilitates the professional reintegration of workers and promotes occupational safety, with spaces and services dedicated in this regard.

Job Information Desks | Guided orientation towards job hunting

Returning to the job world is not always easy. The Municipality of Milan supports its citizens looking for a new job with 4 Work Information Desks:

- **Job Information Desk, San Giusto**, for certified disabled or invalid workers
- **Job Information Desk, Fleming**, particularly for persons in fragile conditions
- **Job Information Desk, Viale D'Annunzio 15**
- **Job Information Desk at the Via Strozzi Job Centre**

These places allow the Administration to facilitate meetings concerning job supply and demand, taking on board those who are looking for a job, facilitating job searches with independent companies and partners. In addition, the Information Desks offer special services to those who request them: for example, support in preparing curricula or mentoring to discovery skills and expertise with individual interviews. From 2016 to today, the offices of the Municipality of Milan have assisted 9,495 users and drawn up over 6,733 personalised service agreements.

Rider point | The first Information Desk in Italy on the rights and safety for riders

In 2018, the Municipality of Milan opened the first information desk in Italy dedicated to listening, providing information and advice on road safety issues and labour rights, specifically dedicated to delivery platform riders.

In a common meeting place for many riders, inside the Municipal Employment and Training Centre in Viale D'Annunzio 15, the Desk collects the requests submitted by riders and provides free advice on work and training path aspects. The opening of the Rider Point was accompanied by the launch of a communication campaign, designed by the students of the Arte & Messaggio school of the Municipality of Milan.

Rider Point: the front office that is always at your service



Studies and research

Between 2018 and 2019, the municipality collaborated with the State University of Milan to carry out research to trace the profile and to become acquainted with the problems of workers working on behalf of the delivery platforms.



The numbers of personnel of the Municipality of Milan

- 13,894 employees
- 65.5% women
- 34.5% men



Municipal Offices Via Sile 8

○ #MILANO LAVORO | PROJECTS AND ACTIONS

Management of municipal human resources: recruitment, training and innovation to meet the needs of the city

The Municipality of Milan is the largest employer in Lombardy, with almost 14,000 employees, mostly women. The policies for the management of its human resources represent an important lever to accompany the development of the city.

○ Employment levels | New skills in the Municipality

From 2016 to 2021, more than **2,600 new employees have been recruited by the municipality** and - with the new employment plan - another 1,074 people will soon join the Municipality, with a focus on educational, social and security services. The definition of the employment plans was based on an ongoing dialogue with the union representatives and the aim of allowing the municipal setup to respond efficiently and effectively to the needs of citizens, businesses and all social actors, especially in the light of the health crisis and the need to accompany the recovery plan. This is why it chose to make an investment aimed also at upgrading the HR recruitment system, starting from the assessment of the skill profiles better suited to managing the evolution of services and activities.

○ Ongoing training | Bringing together experience and innovation

In addition to the entry of new roles, the municipality has also focused on **ongoing training of human resources** to improve its wealth of knowledge and skills, boost its capacity of internal and external innovation, and manage the interaction between public and private sectors more efficiently. Special attention has been given to the development of transversal skills. The activities carried out also include on-boarding training and project work to connect seniors with junior, facilitate the transmission of consolidated knowledge and mix experience and new skills.

○ Organisational innovation | Well-being and valorisation of people

Since 2016, several **organisational innovation projects** have been carried out to improve well-being at the workplace, the promotion of suitable lifestyles, the valorisation of people, the best expression of individual skills and collective skills and also **life-work reconciliation projects**.

Agile working and life-work balance

The Municipality of Milan has paid increasing attention to the reconciliation of one's personal life and work and toward innovations that put people's well-being at the forefront.

Agile Working | the Municipality leading the experimentation in Italy

Starting from the previous term of office, long before the Covid-19 pandemic, the Municipality of Milan has been committed to promoting agile or smart working both inside the Agency and, above all, in the Milan business fabric.

Agile working, in fact, is an **organisational change based on innovation, trust, flexible time and achievement of goals** regardless of one's presence in the office. In addition to being a welfare tool for working women, it is a driver to adapt to changes without gender distinction, paying attention to environmental protection and family and care relations. In 2014, the Municipality introduced smart working in the management of its employees on an experimental basis and, two years later, approved the Guidelines for Agile Working accompanied by training courses.

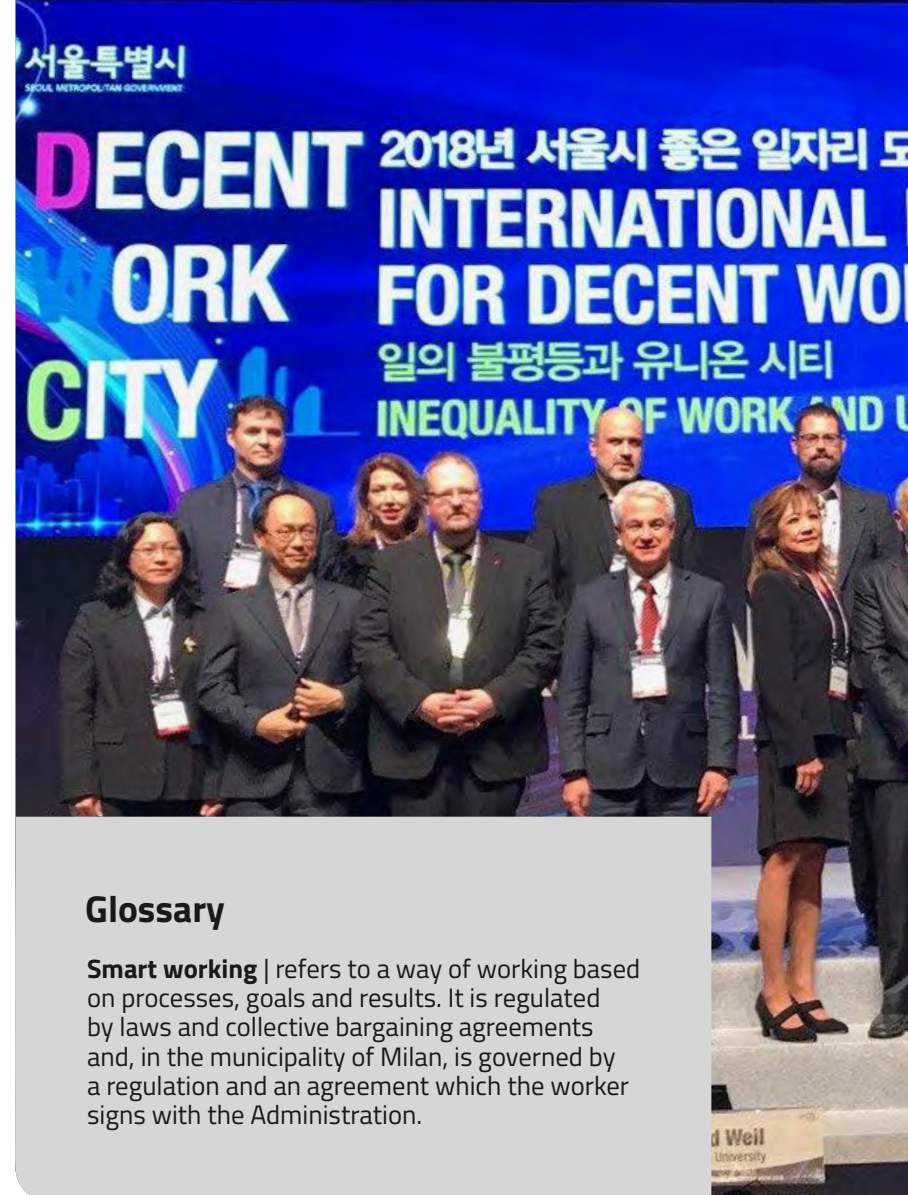
To raise awareness among public and private sector actors, it launched an **Agile Working Day**, which then became a week of meetings and initiatives involving a growing number of companies, workers and social actors. The 2019 edition was attended by 22 trade associations, trade unions and universities and research bodies, 3,207 municipal employees, 53,520 employees representing 446 companies and 56 coworkers registered on the Municipality qualified list, where 281 work stations were made available to experiment working in a place other than one's usual office.

Smart Lab – Milano Concilia 4.0 | Public and private sectors together to achieve the right work-life balance

Launched in 2017, **Smart Lab – Milano Concilia 4.0** is an initiative that experimented new forms of work-life balance and stimulated the use of smart working in the Isola district. Smart Lab created a dialogue among almost 40 companies allowing the exchange of experiences between companies, facilitating the provision of welfare opportunities, normally guaranteed only in large companies.

MIRE | Welfare and regained time

Launched in 2020, the MIRE project aims to consolidate the actions put in place by the Smart Lab in promoting flexible working, facilitating access to coworking spaces and disseminating knowledge of the tax relief legislation.



Glossary

Smart working | refers to a way of working based on processes, goals and results. It is regulated by laws and collective bargaining agreements and, in the municipality of Milan, is governed by a regulation and an agreement which the worker signs with the Administration.

FORUM ON TRANSFORMING CITIES MILAN 2018

UNION CITY



DECENT WORK CITIES

A global alliance of cities for decent work

The Municipality of Milan participates in the global network of cities that have chosen to share practices, policies and principles to promote “decent work,” as defined by the ILO, the International Labour Organisation. The pact was launched in Seoul in December 2018. Milan signed the pact along with New York, Vienna, Los Angeles, Colombo, Taipei and many others.

Integration, inclusion and safety objectives

Promoting good work policies means dealing with the welfare of female workers and male workers and their safety. In the last few years, the Administration has put in place direct actions for its employees and initiatives to protect the weakest and the safety of all concerned, in collaboration with other subjects on the territory.

FAB | Inclusion of migrant women in the job world

Cities have an indispensable role to play in promoting labour integration and well-being of female and male workers and their safety.

Launched in 2018, FAB is a European project that integrates within the job world asylum seekers, refugees and migrants, with particular attention paid to women.

See me in | Making businesses managed by foreigners innovative and competitive

Every day in Lombardy, **32 new companies are established by foreigners**. These enterprises are an important component of the local entrepreneurial fabric, but often their potential remains unexpressed due to poor integration.

That is why in 2019 the European project SEE ME IN was founded to create a network of support for these companies providing technology, contacts and services.

Labour market observatory | A spotlight on tender contracts, business crises and professional needs

The Labour Market Observatory is a round table that, together with trade union organisations and other entities, **deals with business crises, public tender contracts and the identification of** the professional needs of the labour market. Between 2016 and 2018, it reviewed the protocol for the quality of Municipal tender contracts. In February 2021, the Administration signed a new protocol with the trade unions aimed at protecting and valorising female and male workers working for the Municipality contracted enterprises.

CCP | Centre for the Culture and Prevention at work and living locations

In recent years, Milan has undergone significant changes that have sometimes put the existing prevention and safety practices under a certain stress. For this reason, the Municipality of Milan established a Centre for the Culture and Prevention (CCP) at work and living locations in 2014.

The CCP is located in Via D'Annunzio 15 and, thanks to the organisation of events and the collaboration between various institutions, it has now become a reference point in the city.

In 2018, the Prefecture of Milan set up a Round Table to combat accidents at the workplace: the CCP was put in charge of the coordination of awareness-raising, promotion and training initiatives on prevention and safety issues.

From 2014 to 2016, **the CCP organized 221 events** and meetings with over **16,000 attendees**.

○ Extraordinary Agile Working | Guaranteeing safety and good functioning of the city

The experiences and experiments carried out over the years during the promotion of smart working among employees, allowed the Municipality of Milan to guarantee the health of its workers and the good functioning of the city even during the Covid-19 emergency, without interrupting its services to citizens.

The pandemic has in fact turned a widespread practice into an ordinary process: using the procedures endorsed by the ministerial decrees for the pandemic crisis, **the Municipality of Milan launched its smart working project** – in the form of the so-called Extraordinary Agile Working – involving **7,507 employees**, that is half of the total workforce.

In April 2020, after a month of smart working, the municipality began an employee survey, to which over 85% of workers engaged in smart working replied.

The survey showed a very high level of satisfaction regarding the experience and the desire to apply the smart working mode also in the post pandemic phase.

Agile Working is now fully operative at the Municipality of Milan, and with the new normality the level of the alternation between present and distance performance has also been rediscovered, something that is a qualifying element of our proposal.

With one eye always on the future, the Administration has adopted a complete Smart Working process far in advance of most other decisions made at a national level.

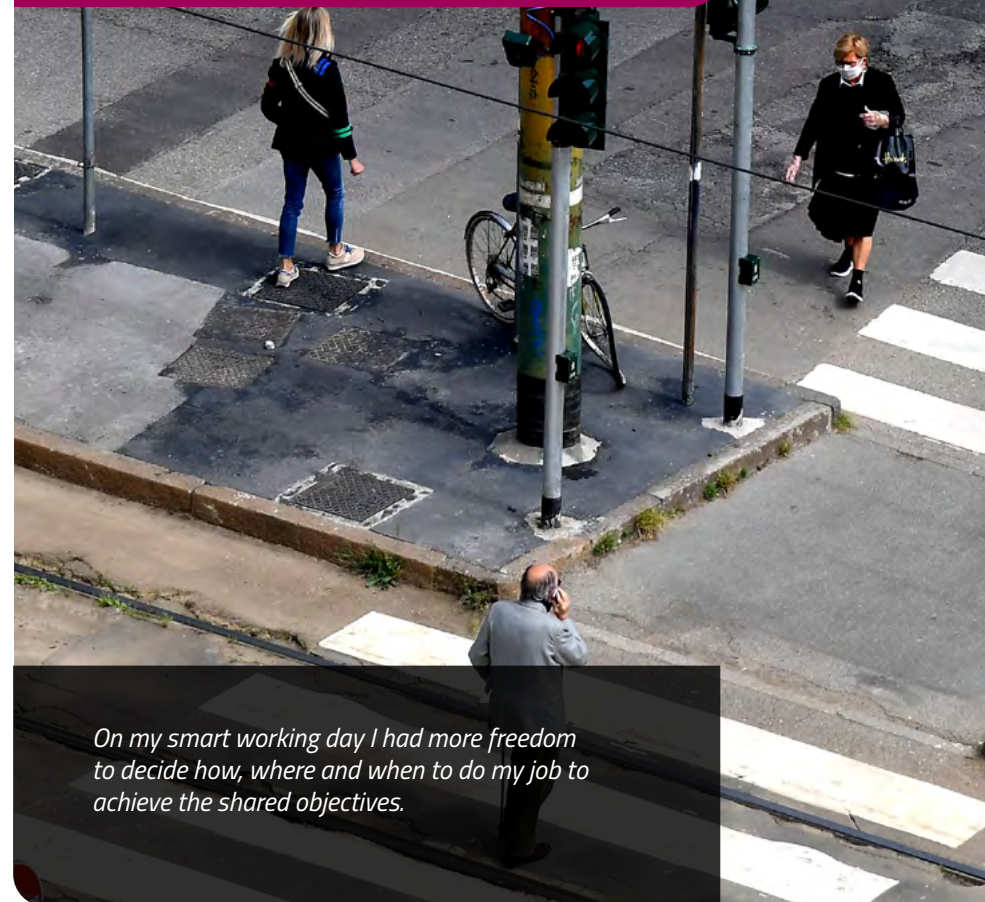
○ Emergency Kits | Distribution of PPE for workers

The protection of occupational health and safety has always been a priority for the Municipality of Milan, especially for those workers who are often poorly protected not only from a social point of view, but also at a contractual level. For this reason, in April 2020, the Administration started to **distribute free safety kits at the Work Counters in Via D'Annunzio**. The first workers to be summoned were riders, with over 1,000 kits distributed free of charge. Inside each kit, in addition to masks and gloves, there was also an information leaflet in different languages, with the main recommendations on how to best deal with the emergency and some practical advice.



The numbers of the Agile Working

- **7,507** municipal employees in agile working during the Covid-19 pandemic. This is more than 50% of the total number of workers in the Municipality of Milan



On my smart working day I had more freedom to decide how, where and when to do my job to achieve the shared objectives.



Cristina di Bari
Municipality of Milan Employee



Piano Territoriale degli Orari (PTO)

In 2013, the Administration approved the PTO, a tool to plan and coordinate the times of the city and improve the quality of life of its citizens.

In 2021, as part of the strategy to adapt to the Covid-19 crisis, the municipality amended the Plan to desynchronise the times of the different activities within the city and decongest the same.

#MILANO LAVORO | FOR THE 15-MINUTE CITY

Near working | The agile working spread throughout the city

In 2020, also in light of the continuing Covid-19 pandemic, the Directorate of Public Services introduced **Piano Organizzativo del Lavoro Agile (POLA)**, which regulates the remote working of employees of the Public Administration.

In view of the adoption of the POLA, the Administration has introduced - for all personnel assigned to work activities that can be carried out remotely - the possibility to carry out their working day in municipal offices in various parts of the city, which do not necessarily correspond to the normally assigned work location. The project is called *Near Working*, because it allows municipal employees to carry out their working day in the vicinity of their own home and to live their own district to the full, in the perspective of the "15-minute City".

Smart working Community | Offices shared between the Municipality and private enterprises

The pandemic and smart working have reduced the number of workers in offices. With the aim of repopulating company spaces and, consequently, re-activating the local economy of some parts of the city, the Administration has signed **an agreement with the Fondazione Assolombarda**.

With the Smart working Community project, some private enterprises in Milan have opened their spaces to the agile working of employees of the Municipality of Milan. People can freely choose where to work, making the time dedicated to their working day more compatible with their personal needs.

#MILANO LAVORO | STORIES, VOICES AND FACES

I live outside Milan, I work near the Duomo and I have two children. I viewed the possibility to experiment agile working as an opportunity: to save time on commuting between home and the office - polluting less – and to improve the balance between my professional and personal life in a relationship of trust and dialogue with those I report to.

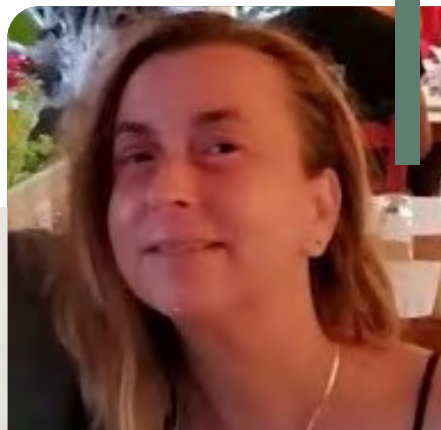
Our goal for Smart lab was to give companies with from 50 to 10,000 employees the opportunity to experience a new approach to work thanks to the introduction of smart working. We helped organisations reflect on opportunities and people to acknowledge the challenges: collaboration with leaders and colleagues, and the ability to self-organize

The beginning was an uphill process. Lack of networks, the language, being women and migrants. However, if you stick at it, the strengths soon emerge: knowing at least two cultures and two languages, moving easily within different countries. Italmex currently interacts with the Government and other institutions. I would never have imagined doing something so important. The secret is to understand the demand and use your talent to respond to it. Then it's the customers who come looking for you.

Vanessa Sesma
SEE ME IN entrepreneur



Cristina Di Bari
Municipality of Milan Employee
in remote working



Federico Bianchi
Smartworking Srl, Smart Lab project
Milano Concilia 4.0



From the age of 15 she dedicated herself to tailoring. Not being able to go to school due to her disability, she learns the trade at the centre pour handicapés in Dakar. She arrived in Italy 8 years ago to play with her company, but here she developed her other passion and became a professional wheelchair basketball player. Today she has realised her dream by founding a social tailoring enterprise that also gives work opportunities to her former companions in Dakar.

Cheick Diattara
SEE ME IN project participant



Ana is 29 years old and comes from Salvador. In her country she worked in the family business producing and selling fruit and vegetables. She had a lot of experience in the cultivation and harvesting of coffee. Cooking has always been her passion and now, thanks to the FAB project, she has been able to attend a pastry course: a first step towards realising her dream of opening a small cake shop in Milan.

ANA
FAB Project participant

I am proud to be part of the huge Public Administration renewal process. I feel fortunate to work in an environment based on professionalism, enthusiasm, collaborative spirit and absolute dedication to our small yet great mission: to make this city more beautiful, innovative, sustainable and inclusive every single day!

It was nice of them to call me. I was at ease at both a professional and personal level. I have already been informed of a possible opportunity which I hope will soon turn into a job offer.

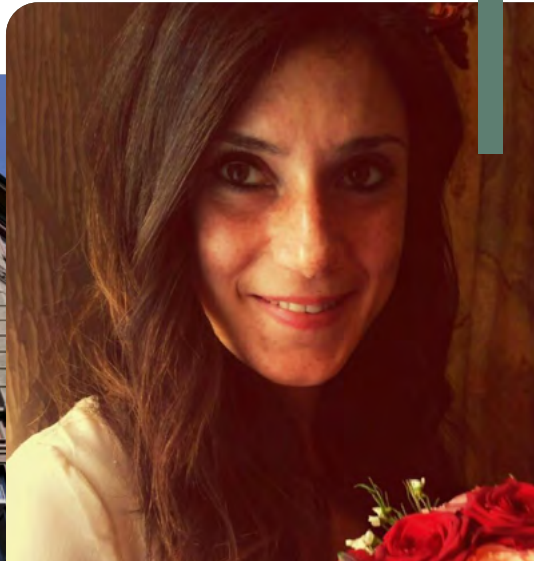
Barbara Sainato
D'Annunzio Work Counter



The Smart working Community project developed by the Milano Smart City Alliance in collaboration with the Municipality is an intelligent way to relieve pressure on local public transport and improve people's quality of life. It also provides great leverage to translate the concept of a 15-minute city into practice and reduce the differences between the city centre and suburban districts.

Ruggiero Colonna
Smart City Alliance

Francesca Giampieri
Young new recruit,
Municipality of Milan



It is assumed that youngsters entering the job and university world must learn from their elders. The time spent with them in the alternation projects taught me that everyone can create a new world and job, an approach that we had not thought of, enhancing forms and systems making them different and unexpected.

Stefania Sueti
LuissHub for makers and students



Thanks to my training and the experience gained on the ground I passed the open-end recruitment screening organized by the Municipality of Milan and in March 2017 I was hired with an open-end contract. I was therefore able to do the work I love, with the peace of mind of a secure and permanent job that would allow me to realise my dreams.

Emanuela Redaelli
Municipality of Milan educator

#Milano Smart City

A city is smart if it puts people at the centre

Milan has adopted an approach to Smart City in line with its vocation as an innovative and inclusive city. The idea is to view technology not as a value in itself, but as an enabling factor to bring benefits to people in terms of sustainability, safety, participation, and social cohesion.

The challenge faced is to steer an innovation process with a strong impact on the quality of life of our citizens by involving a variety of different actors: from the citizens, to render them not only the beneficiaries of increasingly advanced digital services but also conscious protagonists of the transformations in progress, to the enterprises, to accompany them and facilitate them in the experimentation of new smart services and solutions.

In order to meet these objectives, thanks to the European Sharing Cities project and the ongoing interaction with the other partner cities, in recent years we have worked on a specific area of Milan to turn it into an open-air innovation laboratory.

The next step, of course, is to transfer technology, services and solutions to all the city districts.

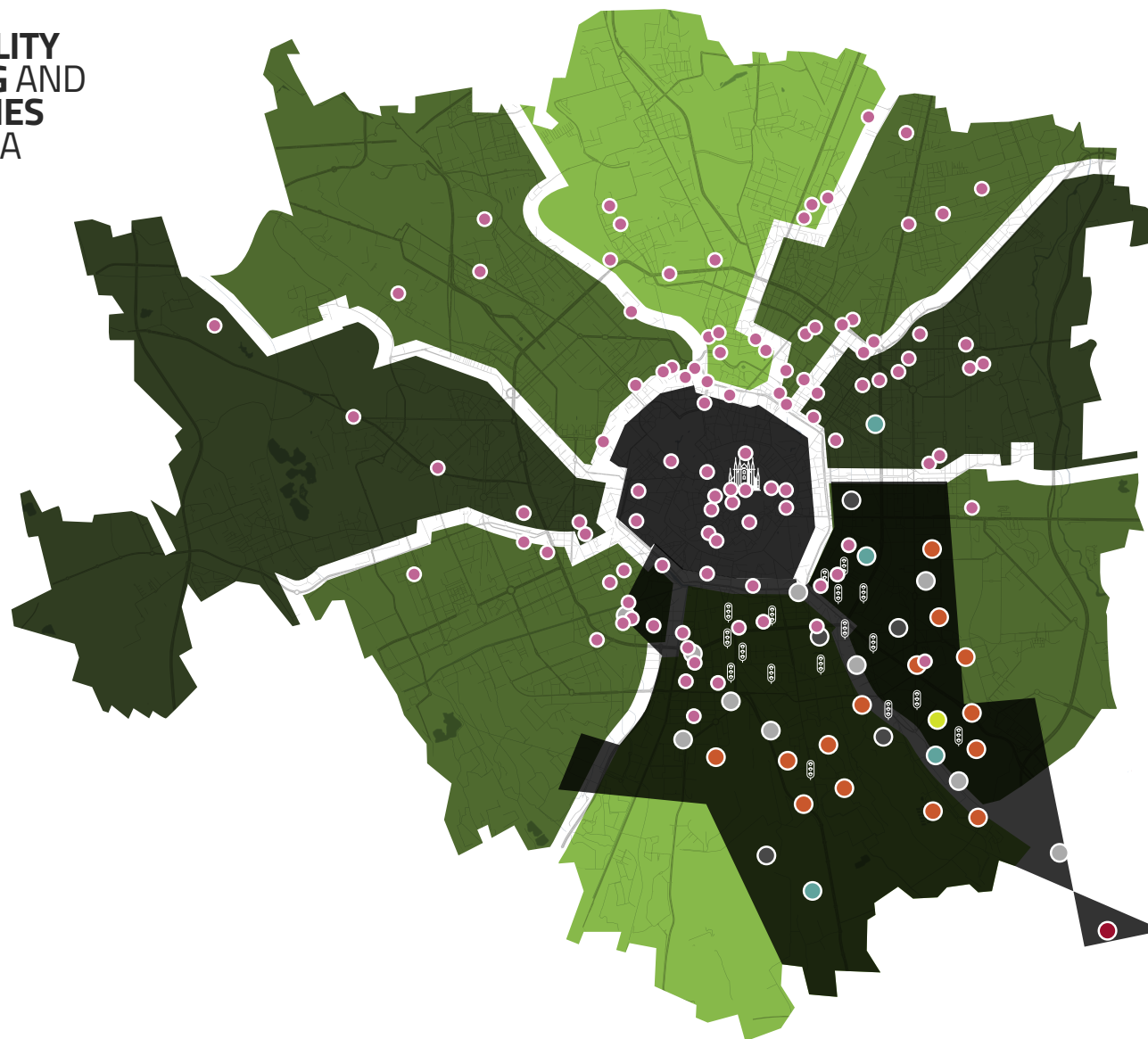


Roberto Nocerino
Project manager
"Sharing Cities" project

MAP OF QUALITY CO-WORKING AND SHARING CITIES PROJECT AREA



IL CAPITALE URBANO
Five years of policies focused on
innovation, inclusion and local
development in Milan



- Sharing Cities project area
- Mobility Areas
- Bike Sharing
- Private residential buildings
- Electrical logistics
- Condominium car sharing
- Public residential building
- Smart street-lights
- Co-working Spaces

The Interventions
of the **Sharing Cities project**
2016 | 2021

10 E-mobility areas
with 60 charging points

14 Bike-sharing stations
with 150 e-bikes with
child seats

5 Energy-efficient buildings
4 private residential buildings
and 1 public building

4 Electric logistics stations
GDO points served with 9 electric
vans and 2 e-cargobikes

1 Condominium car sharing
with 2 electric vehicles

20 Smart street-lights
with 28 multifunctional sensors

Sharing Cities

The smart city at the service of its people

To build a smart city that can produce a tangible and lasting impact, **it is essential to involve its citizens and all other stakeholders in the design of new urban services.**

Based on this idea, and in partnership with the cities of London and Lisbon, the Municipality of Milan has realized Sharing Cities: a pilot project funded by the Horizon 2020 – Smart Cities Lighthouse programme designed to experiment with solutions to the main environmental challenges of the 21st century.

Thanks to the public-private sector collaboration in the world of research, enterprises, tertiary sector and public administration, the project has transformed the “Porta Romana – Vettabbia” area into **an open-air laboratory of urban regeneration and innovation**, contributing to the creation of the first low-energy city district.

The solutions tested by the Sharing Cities project have been replicated in other contexts, both in Milan and in other cities at a national and European level.

The activities put in place

- energy upgrading of public and private sector residential buildings
- services for shared and sustainable mobility
- integrating of motion sensors in the public lighting network infrastructure
- involvement of the local community
- energy monitoring and management of renewable resources
- sharing of data available to citizens and the public administration

made it possible to

- reduce energy consumption, environmental and noise pollution
- increase accessibility to sustainable and shared mobility
- facilitate the intermodality and the connection between the historical city centre and the project area
- facilitate the exchange and access to data useful for the management and planning of the territory
- increase the inclusion of citizens in strategic territorial planning
- attract public-private sector investments



The numbers of Sharing Cities

- 900 families involved
- 29,000 sqm with energy requalification
- 60 electrical charging points
- 11 electric vehicles for last mile logistics
- 14 bike sharing stations
- 175 parking motion sensors
- 20 smart street lamps with motion sensors
- 1 data sharing platform
- 1 community of + 2,000 citizens



Smart City Guidelines



Milan was the first city in Italy to issue Smart City development guidelines. The document was approved in 2014 after consultation with citizens, enterprises and experts



For 6 consecutive years, from 2014 to 2019, Milan took **first place in the Icity Rate**, the Italian smart city ranking system developed by FPA analysing 15 areas of urban life: Environment, Functional Services, Economics, Society and Governance

SHARINGCITY

This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 861860

POWERED BY LOGOS

Photo: Chiara Soldano

Clear Channel
Where brands meet people

Actions and results of the Sharing Cities project

Energy requalification of buildings

The project has led to the extensive energy requalification of **24,000 square meters of private residential buildings and 5,000 square meters of public sector buildings** with a reduction in energy consumption of up to 60%. The private buildings were selected based on a public call for proposal.

Smart and sustainable mobility

The project realised: **14 new bike sharing stations with 150 new pedal assist bicycles** with child seats; **10 electric mobility areas with 60 charging posts and 100 smart parking sensors**; **75 parking sensors** to counter illegal parking. One condominium has also been equipped with 2 electric cars and relative charging points. Sharing Cities has co-financed an electrical logistics service for deliveries of groceries in the project area, consisting of 9 electric vans, 2 cargobikes and 9 charging points.

Renewable energy management

The energy data from the buildings and charging points were monitored by a management system designed to optimize utilisation levels, minimise costs, create an energy consumption and production map for each building, and promote changes in the behaviour of the inhabitants.

Smart street lamps

20 "smart" street lamps were installed in the project area equipped with sensors to collect data on temperature, humidity, atmospheric pressure, noise, and traffic flows.

Digital social market

The project developed **a district based reward system to encourage the adoption of virtuous behaviour in terms of sustainability**. Using a smart phone App, the project involved more than 2,000 individuals, generating 25,500 user interactions.

Sharing of generated data

To guarantee the sharing of the data produced by the various project interventions, an interoperability platform has been developed that allows the information generated by the devices and sensors installed to be consolidated and made available to public and private sector actors aimed at improving the management of the city.

Partnership between the public and private sectors for Milano Smart City

Realising a smart city also means boosting private sector investment in solutions and technologies useful for the city. For this reason, the Administration has carried out initiatives and projects aimed at creating the conditions to facilitate the involvement and activation of enterprises and investors.

COSAP Regulation | Tax exemptions for those who innovate

In order to boost the diffusion of new technologies and encourage the experimentation of innovations on the part of enterprises, an amendment was approved in 2020 to the Regulation regarding the application of the fee charged to those occupying public spaces (COSAP). This amendment also allows enterprises to test innovative goods and/or services not yet on the market, free of charge in public areas for up to 6 months and verify the benefits produced for the territory and the citizens.

RICE Project | Study for a Smart City support fund

In the period 2017-2018, the Municipality of Milan took part in the research project RICE - Revolving Investment for Cities in Europe, funded by the European Commission and in partnership with the cities of The Hague, London, and Manchester, with the support of the European Investment Bank.
Project objective: to expand the possibilities of using innovative financial instruments for **urban regeneration and local development operations**.

Partnerships and collaborations

The Smart City strategy of the Municipality of Milan has been realized in collaboration with public and private sector entities at a local, national and international level. The Chamber of Commerce of Milan, Monza, Lodi and Brianza is a partner of the Municipality of Milan in promoting initiatives to support economic development focused on environmental and social sustainability. Among the joint projects addressed, in 2019 a call for proposal was published called **"Bando ARIA"**. Fondazione Assolombarda collaborates with the Municipality on the smart city project with the **Milan Smart City Alliance**: an alliance between companies, institutions and stakeholders on the territory that promotes a model of urban development based on innovation, sustainability and collaboration. The municipality is particularly involved in aspects regarding **remote work, resilience and cybersecurity**. Bloomberg Associates, a philanthropic consulting firm that supports cities across the globe, collaborates with the Municipality of Milan in the implementation of the smart city strategy and, in particular, in the realisation of interventions in support of **widespread innovation** such as the Smart Districts and Living Labs.

Glossary

Smart District | an area that undergoes urban transformation or regeneration processes with a high degree of technological infrastructure, energy efficiency and the provision of intelligent services for sociality, participation and social inclusion.

Living Lab | is a methodology for developing an innovative product or service by means of public-private sector collaboration and with the active participation of citizens throughout all stages of the process: from the definition of the requirements through to the conception and realisation.



We have always interpreted the concept of "smart" cities as a place where the PA, designers, researchers, enterprises and activists pool their resources to create and test innovative ideas with local communities. The Municipality of Milan has created a living lab recognised at a European level that is growing in the districts, based on a polycentric and inclusive city model.



Lucia Scopelliti
Economic Planning Unit Manager
Municipality of Milan



The numbers of the Smart City Lab

- 2 floors
- 1,620 sqm total surface
- 630 sqm garden roof
- 1 conference room | showroom
- 300 sqm open plan | coworking
- 8 startup spaces
- 4 conference | training rooms
- 1 coffee shop



Smart City Lab

A smart city technology incubator

A new innovation space is being created in the southern area of Milan , **a few minutes from the former Porta Romana Railway Station**. It will be called **Smart City Lab** and **will be the first place in Italy dedicated to technologies for smart, inclusive and sustainable cities**.

The Smart City Lab is the result of a Programme Agreement between the Municipality of Milan, the Ministry of Economic Development and Invitalia, and will host all the functions typical of innovation areas: coworking, training rooms, startup offices and incubation services as well as a coffee bar and outdoor areas open to the district.

The utility solutions, such as the heating and cooling system using groundwater supplied by vertical probes, together with the materials used, will allow the Smart City Lab to be classified as class A1, the maximum level foreseen by national regulations. The fully accessible building will be completed in the summer of 2021. The management will be appointed by the Municipality of Milan by means of a public call for tender and the opening of the incubator is planned for 2022.



Smart City Lab | render

Coworking

The municipality in support of shared workspaces

In Milan, the first shared workspace in Italy was launched in 2008. **In 2021**, also thanks to the policies of the Municipality, **there are now over 100 coworking spaces scattered throughout all the city districts**. In fact, the sharing of working environments exploits the opportunities generated by the contact between people and represents an innovative and effective response to the current changes in the job world. For this reason, since 2013 the Municipal Administration has carried out a series of interventions to support both users and managers of shared workspaces.

Vouchers for coworkers

In 2013 and 2015, in collaboration with the Chamber of Commerce, the municipality disbursed economic incentives to workers interested in renting a work station in a shared workspace. The incentives - in the form of vouchers - funded **up to 50% of the expenditure incurred to use the coworking stations**, for a maximum amount of € 1,500 per person.

Investment support

In 2015 and 2017 the municipality issued **two calls for tender to support the development of coworking** of newly established enterprises and to create new spaces, giving priority **to the suburban areas of the city and the districts where similar services were not already available**. Eligible operators received financial incentives to cover 50% of the costs incurred to adapt the environments, the infrastructures, the technology and equipment.

Register of approved coworking facilities

In 2013, the Administration established a Register of Approved Coworking Facilities in Milan aimed at giving visibility and recognition to the enterprises operating in the sector capable of providing shared professional services, fully accessible places, training and professional updating activities for users and initiatives to encourage collaboration and networking among those occupying the spaces.

The spaces on the Register were also involved in promotional activities and experimentation with new forms of "smart" work such as **"The agile working week."** Today there are 105 coworking spaces registered in the Municipality List



Avanzi coworking



Talent Garden Isola

List of approved coworking facilities





Yoroom

Impact Hub Milano



YesMilano



On YesMilano.it, the official city promotion website, there is an updated map, divided by district, of the List of Approved Coworking Facilities by the Municipality of Milan

#MILANO SMART CITY | FOR THE 15-MINUTE CITY

Coworking in Milan during the Covid-19 pandemic

The shared work spaces were conceived as places dedicated above all to freelancers, young entrepreneurs and operators involved in creativity, communication and innovation. With the pandemic, and the widespread use of the so-called smart working, the coworking facilities in the various districts are an excellent alternative for workers looking for an alternative to working from home or travelling long distances to reach the office. For this reason, in 2020, the Municipality of Milan launched a series of initiatives to enhance the role of coworking facilities in the light of the extensive changes in the way we live, travel and work in cities brought about by the Covid-19 crisis.

In collaboration with Milano&Partners, the Municipality has created an **online map of coworking facilities in the different areas of the city** along with the District Coworking Campaign.

In addition, within the scope of the Milano Collabora project, the Municipality has also promoted three studies in partnership with universities and sector enterprises. Objective of the research: to understand how the role and geography of the coworking facilities in Milan have changed since the Covid-19 pandemic and what contributions these spaces can offer in the perspective of the "15-minute city."

- The geography of the coworking spaces in Milan** is a study carried out by DASTU - Politecnico di Milano and is focused on the distribution of the coworking facilities in the districts of the city to respond to the new demand expressed by enterprises and workers in the light of the spread of smart working.
- The transformation of Milan coworking facilities during the pandemic emergency** is a survey conducted by Trailab - Università Cattolica involving interviews with the coworking managers to study the impact of the pandemic on the organisation of the spaces and changes in the composition of users.
- Proximity coworking: new models for a 15-minute City** is a survey carried out by the Collaboriamo association involving a co-design path with 9 coworking managers, and has identified 4 possible proximity service models: coworking as a training and learning centre, the coworking platform, widespread coworking, the coworking living lab.

The details on the three studies are available at collaboriamo.org

#MILAN SMART CITY | STORIES, VOICES AND FACES

With the research promoted together with Milano Collabora, we provided details on the growth of the coworking facilities in Milan, the new attraction of the suburban districts of the city and how shared workspaces can be an alternative to office and home work.

Ilaria Mariotti

DASStU Politecnico di Milano

The experience of Milano Collabora confirms the importance of the partnership between local administration, universities and civil society for the realisation of research surveys capable of supporting processes of social transformation in the direction of desirable futures and of highlighting the new social actors.

Ivana Pais

Cattolica del Sacro Cuore University



Massimo Carraro

founder of Rete Cowo



The Sharing Cities experiment with 9 e-vans and 2 e-cargo bikes produced excellent results. We managed over 50,000 deliveries in two years within the project area. Thanks to the electric vans, we were able to drive over 150 kilometres per day per vehicle without creating any polluting emissions!

Matteo Cantaro

For Services

Starting from Expo and the Sharexpo initiative, the Council was keen to listen to and support the economic stakeholders and associations that in recent years have worked to promote and build new production systems capable of combining innovation, profit and inclusiveness. The work completed together on coworking and the collaborative economy confirms this.

Marta Mainieri

Collaboriamo



Thanks to Sharing Cities, the bikeMi service has expanded to fourteen new stations in the district and 150 pedal assist bicycles with child seats to extend the market segment of those who want to move around with children. Usage is constantly growing, especially at weekends.

Paolo Marchetti
ATM



SharingMi is the web-community in Milan that rewards sustainable citizens by encouraging a change in habits in a green and social innovation key. Thanks to the fun experience of the app and the reward system, participants are encouraged to adopt and share eco-behaviours, inspiring and learning. The points earned can be spent at local eco-enterprises, hence contributing to the green economy.

Giuliana Gemini
Senior Researcher and PM SharingMi,
Consorzio Poliedra



Franca Castellini Bondoni
Requalified condominium inhabitant

After energy requalification, the temperature, both in summer and in winter, is much more comfortable and there is less humidity. There has been a distinct improvement both in the quality of life and well-being in the apartment, and in performance gaining 2 energy classes, as well as a remarkable economic impact: heating costs have decreased considerably and the value of the property has definitely increased.



Sharing Cities allowed us to test the "Smart Lamppost": smart street lamps equipped with sensors for monitoring pollution and noise. The transmission takes place via the LoRaWAN network that Sharing Cities has made it possible to extend to the Porta Romana Vettabbia area, particularly suitable to preserve the life of IoT sensor batteries that require short communications.

Alessandro Bertolini
A2A Smart City



The QF coworking team

Can you have quality time for yourself, or for your children, without giving up on your professional dream? Our answer is yes you can! We are the only physical space in Milan for young families and self-employed workers that combines workspace services with childcare services (0-6 years). It is the answer to the work and family model of today.

THE FUTURE IS AN INVISIBLE PLAYGROUND

Policies for **fashion, design** and **cultural and creative enterprises**

Fashion, design and creativity represent for Milan an economic supply chain, a productive and commercial universe capable of generating important repercussions on the territory and a socio-cultural phenomenon capable of attracting worldwide attention. In recent years, the Municipal Administration has consolidated and expanded the network of stakeholders present on the territory and encouraged the realisation of initiatives in synergy between public and private sectors.

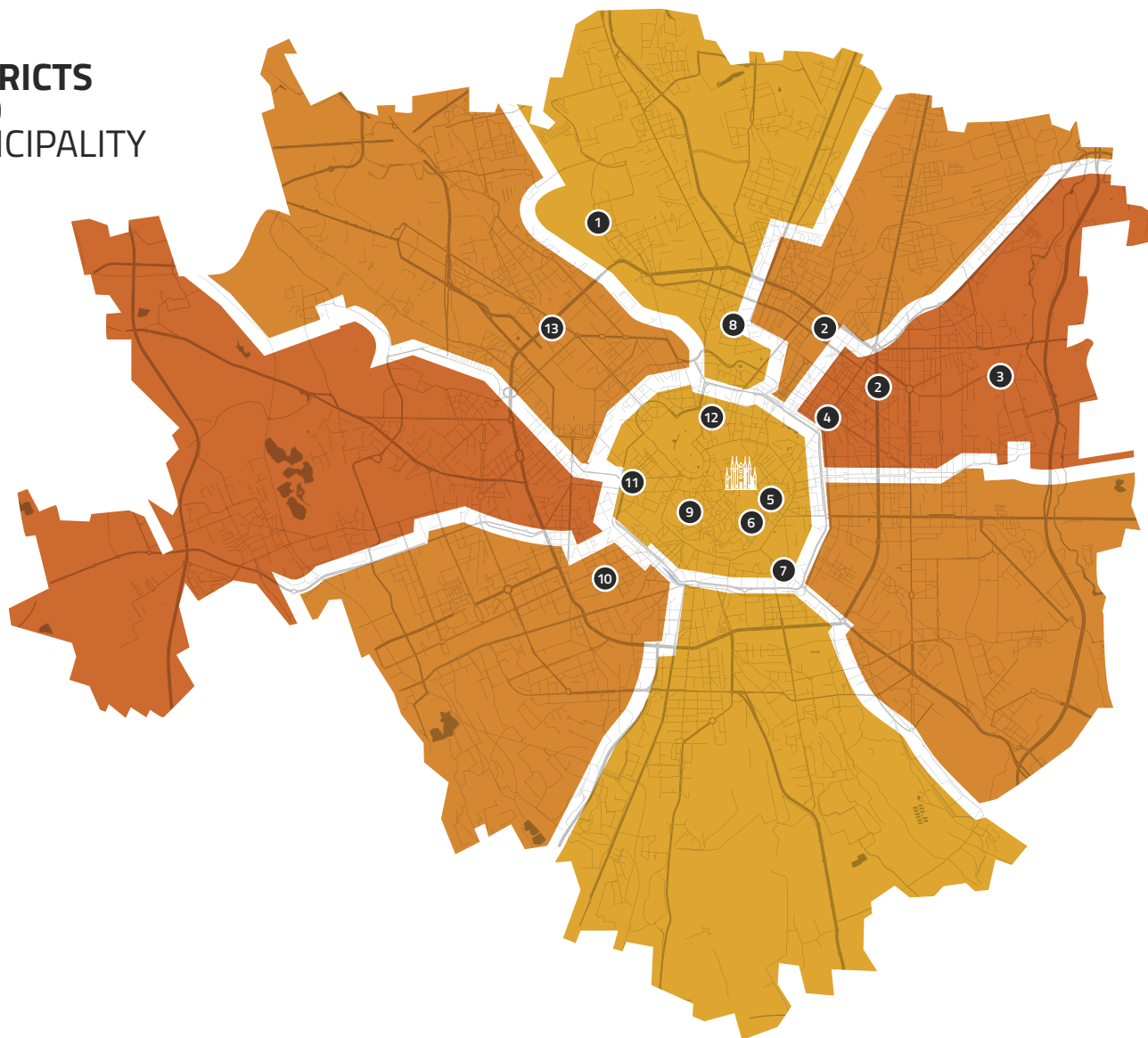
In order to strengthen and support the fashion, design and creativity system and consolidate Milan's role as a reference point at an international level, we have realised an intervention plan that has affected both the sectors as a whole and specific groups of stakeholders. This is how we have achieved the most important goals: with the comparison and collaboration of all the key actors involved. We have supported the internationalisation and valorisation of the fashion and design system, supported the application of a "green criteria" in events held in the city but also along the entire chain, cooperating with the key actors on the territory promoting initiatives and synergies.

Even during the most critical moments, such as the recent health emergency, there was no lack of support for the fashion, design and creativity sectors, facilitating collaboration where and however possible, also making use of the new technologies.



Patrizia Bisio
Fashion, Design and Creativity Unit Manager
Municipality of Milan

MAP OF DESIGN DISTRICTS RECOGNISED BY THE MUNICIPALITY OF MILAN



IL CAPITALE URBANO
Five years of policies focused on
innovation, inclusion and local
development in Milan

- 1 Bovisa
- 2 Ventura Centrale
- 3 Lambrate Ventura
- 4 Porta Venezia
- 5 Durini
- 6 Quartiere Brolo
- 7 Porta Romana
- 8 Isola
- 9 5 Vie
- 10 Tortona
- 11 S. Ambrogio
- 12 Brera
- 13 Alpha District

The numbers of Milan Design Week

13 | Design districts

5,300 | Events in town

2 mln | Visitors per year

20% | Visitors From abroad

The **fashion system** in Milano
2016 | 2021

4 | Fashion week every year

20 | Billions of euro turnover of companies in the sector

100,000 | Employees

13,000 | Enterprises active in the Municipality of Milan

BASE Milano: a great culture-driven regeneration project

○ Tortona District | From factories to creative enterprises

During the XX Century, the Via Tortona district experienced a profound transformation. Formerly an industrial area, over the last 30 years it has become a district of **creative and cultural enterprises**. Since the end of the 70s, as in many other cities around the world, small and large manufacturing companies abandoned the urban areas, and former industrial spaces were converted to host tertiary enterprises, art galleries, studios, ateliers and showrooms for fashion and design brands.

○ Former Ansaldo | From the construction of locomotives to the Citadella della Cultura

Built in 1904, the original factory plant of the former Ansaldo complex covers over 70,000 sqm. Originally the headquarters of several industrial enterprises, in the 60s it became the main plant facility of Ansaldo for **the production of locomotives, railway carriages and tramways**. The factory plant looks like an agglomeration of buildings for different functions between Via Tortona and Via Bergognone. Starting in the 70s, many buildings were abandoned and, in 1990, the area was purchased by the Municipality of Milan to be destined for cultural activities.

In 1995 some of the laboratories were equipped to host the **workshops of the Teatro alla Scala** and, in the years 2000, a redevelopment project was carried out for the construction of a citadel of culture, designed by the British architect David Chipperfield. In 2015, during the year of the Expo, the MUDEC, Museum of Culture, was inaugurated in the area, while a large portion of the complex was used for events and temporary exhibitions without any ongoing management and a stable identity.

○ The conception of BASE Milano | From temporary reuse to a regeneration project

In 2014 the municipality began the regeneration process of a part of the Former Ansaldo plant: first with the OCA project – Officine Creative Ansaldo and then with a public call for tender to assign **the restructuring and management of 12,000 square meters** of space to be dedicated to creativity and innovation activities. The lease of the property of Via Tortona no. 54 required the lessor to carry out a high-profile redevelopment of the property and realise an innovative cultural project the purposes of which were dictated by the Administration. So in 2016 BASE Milano was established, one of the most important cultural based urban requalification interventions in Europe.



The numbers of BASE Milano

- 12,000 m²
- 200 resident creative projects
- +400 events organised
- +500,000 visitors each year



National Institute of Architecture - 2020
Best Urban regeneration intervention in Lombardy





BASE Milano - Casa Base

BASE Milano - Coworking



Photo credits: Serena Eller

○ BASE Milano | A place for cultural progress

Today, BASE Milano is a project of innovation and cultural contamination, the result of the collaboration between the Municipality of Milan and a non-profit social enterprise composed of five associations and creative businesses in Milan.

The facility houses a community of people operating in multiple creative disciplines: a **tangible ecosystem to produce innovative content for cultural progress**.

The project's mission is to generate new reflections for the city in the 21st century, create new connections between arts, disciplines and languages, support Milan's role among the great capitals of creative production based on the values of inclusion, interaction and innovation.

With its 12,000 sqm on 3 different floors, over 200 resident creative enterprises, more than 400 events and 500,000 visitors a year, BASE is a creative hub of international importance and a centre for the research, experimentation, production and co-production of cultural initiatives with high social value.

It hosts a variety of services and functions, including:

- **A coworking** space for self-employed professionals, startups and cultural and creative enterprises with a strong social vocation;
- **Aggregation spaces** that facilitate meeting and exchange, just like a public square that is open and accessible to everyone;
- **Casa Base**, a design hostel that is also used as a guest house, event space and residence for artists and designers;
- **Bistrò bar** with kitchen, perfect for a coffee, a lunch break, an evening aperitif or an informal meeting;
- **The courtyard** that in spring and summer hosts an outdoor bar, tables, seating and a stage for live performances;
- **Large equipped spaces** for events, exhibitions, displays etc.

BASE Milano also hosts permanent projects promoted by other organisations:

- **Cariplo Factory hub** of innovation of the Fondazione Cariplo that facilitates the contamination and the sharing of skills and experiences between different enterprises. In addition to acceleration and incubation paths, Cariplo Factory stimulates the creation of an ecosystem of open innovation regarding digital, circular economy, technology and culture.
- **Music Innovation Hub** a social enterprise that aims to contribute to the development of the Italian music chain with training projects, company startups, social inclusion and internationalisation. During the pandemic it contributed to creating projects such as "Scena Unita", "Sosteniamo la musica" and the "Heroes" festival.

Milano Design Week: the most important design week in the world

In 1961, in order to promote the exports of the furnishings industry, the **Salone del Mobile** was founded in Milan: the international event that is a reference point in the sector. Starting from the early 80s, a number of furniture and industrial design enterprises decided to promote their projects in conjunction with the Salone but outside the actual facility, in other areas of the city. Year after year, the **Fuorisalone** has grown to become an international event that attracts visitors from all over the world and welcomes contamination with a variety of different sectors.

In April each year - with just one exception in 2020 due to the Covid-19 pandemic - the International Furniture Fair and Fuorisalone animate the Milan Design Week, the most important design week in the world.

Design Districts | The Design Week animates the districts

During the Design Week, many enterprises organise events and initiatives in showrooms or temporary spaces located in specific areas of the city, called "Design Districts". Initially there were 3 of them: Brera, Tortona and Lambrate. **Today there are 13 Design Districts approved by the Municipality of Milan:** Tortona, Brera, Lambrate-Ventura, Porta Venezia, 5 Vie, Sant'Ambrogio, Via Durini, Isola, Porta Romana, Ventura Centrale, Bovisa, Brolo and Alpha District.

The Municipality for Milan Design Week | The creation of a shared programme

Starting in 2014, the Administration decided to involve all the enterprises taking part in the realisation of the Milano Design Week and create the so-called *Interzone Round Table* in order to facilitate **the coordination of the various appointments** in the city. Since 2018, the municipality issues a call for tender to organise the events and initiatives, create a single programme and facilitate their implementation also from an administrative point of view.

In the 2019 edition, there were over 5,300 appointments in the official calendar of the Milan Design Week.

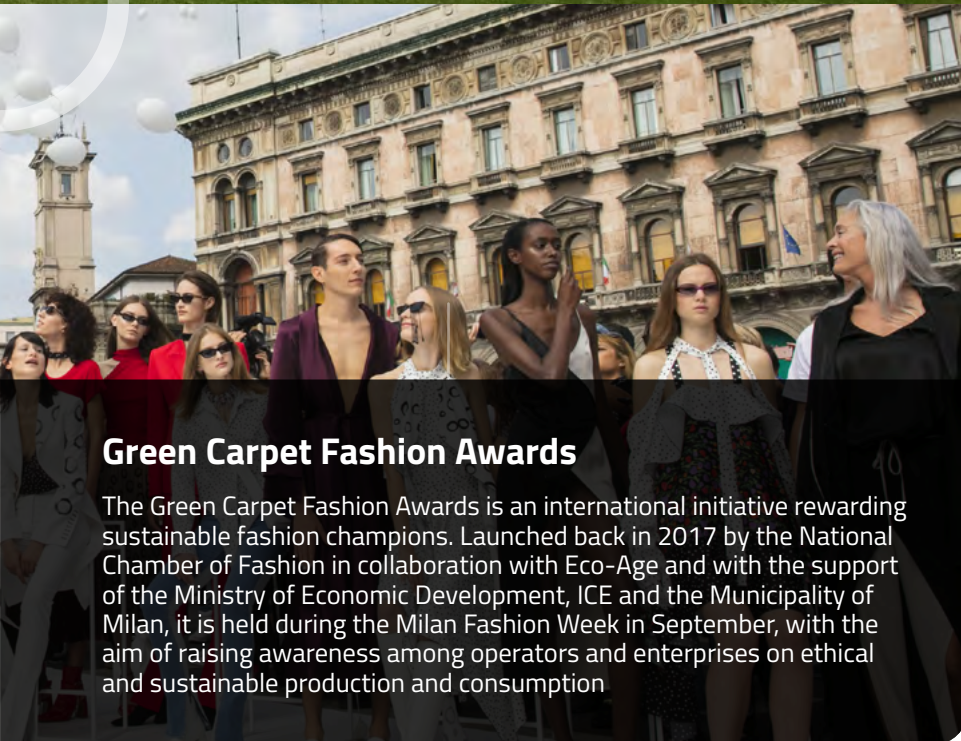
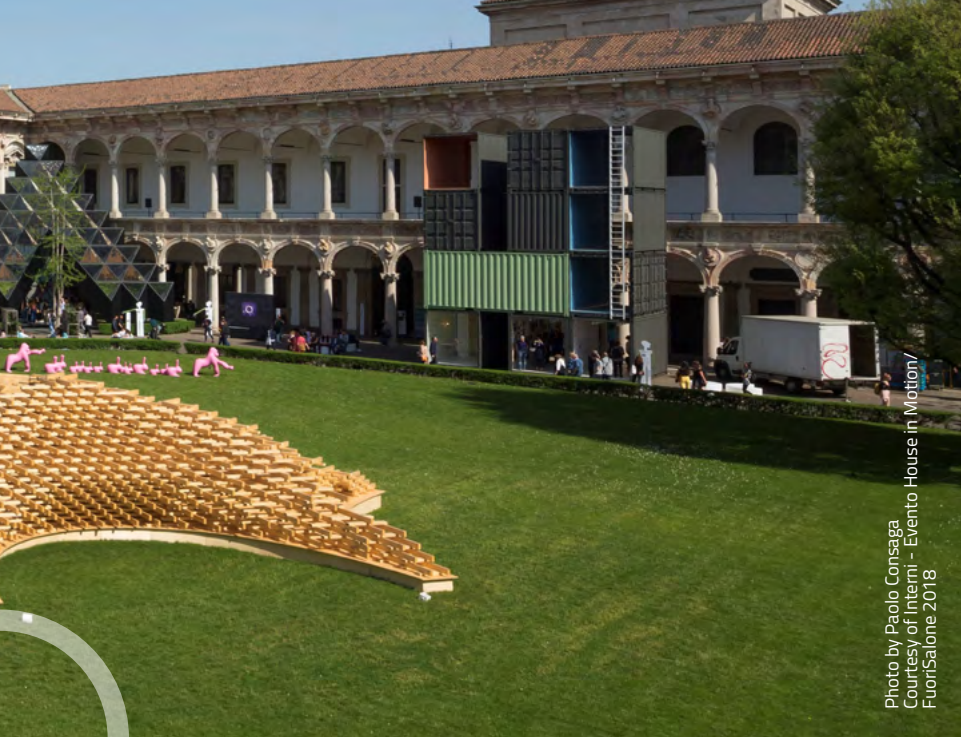
Milano Fall Design Week | An appointment on the culture of the project.

In 2016, the Milan Fall Design Week was established at the request of the Interzone Round Table and with the coordination of the Municipality of Milan: **a new autumnal event** dedicated to the culture of the project, training and the method innovations that are the core aspect of product design.

In 2019, the event took the name of Milan Fall Design City.



ph: courtesy of White



Green Carpet Fashion Awards

The Green Carpet Fashion Awards is an international initiative rewarding sustainable fashion champions. Launched back in 2017 by the National Chamber of Fashion in collaboration with Eco-Age and with the support of the Ministry of Economic Development, ICE and the Municipality of Milan, it is held during the Milan Fashion Week in September, with the aim of raising awareness among operators and enterprises on ethical and sustainable production and consumption

Fashion and Milan: an inseparable duo

The fashion chain in Milan has over 13,000 enterprises operating in the sector, with over 100,000 workers involved and a turnover of around € 20 billion.

During the Milan Fashion Week, the city attracts thousands of visitors from all over the world with significant economic repercussions throughout the territory.

Milan Fashion Week | the Municipality for the Fashion Weeks

Together with New York, London and Paris, Milan is one of the cities that host **four Fashion weeks** every year: two for women's collections (in February and September) and two for men's collections (in January and June). The Municipality of Milan operates in the various sectors involved to ensure the best possible success of the events and give wide visibility to the programme by means of a communication plan realised together with the National Chamber of Fashion.

Milano XL | The Italian Creativity Festival

In 2017, the Municipality signed a Protocol of Intent with the Ministry of Economic Development for the **MILAN XL project – the Italian Creativity Festival**. A number of symbolic places of the city centre hosted artistic events to represent the different worlds of the fashion chain and the Made in Italy “know-how”.

White Milan | The appointment for young and ethical fashion

Founded in 2000, **White Milan is the Italian showcase of young fashion and SMEs**, which focus on ethics and respect for mankind and the environment. White Milan supports young talents and independent brands, valorises Made in Italy and promotes sustainability throughout the textile chain as far as the consumer. Since 2018, the January and June Exhibitions - White Street Market and White Sustainable Milan - have been open to the general public, creating barrier-free communication opportunities between business and consumers, and promoting material circularity and regeneration practices.

Partnerships and collaborations

Since 2012, the municipality launched a collaboration with the National Chamber of Fashion in order to stimulate and support the sector. Through a series of Protocols of Intent, the Administration not only enhances the Fashion Weeks with subsidised fees on the occupancy of public areas or the scheduling of initiatives in the city during the weeks, but it also promotes **emerging talents** disseminating the concepts of **sustainability, ethics** and **circularity** in all sectors along the fashion chain.

● #MILANO CREATIVA | DURING THE COVID-19 EMERGENCY

● Milano Digital Fashion Week | Milan Fashion Week digital version

As of March 2020 several initiatives have been cancelled, including the Milan Fashion Week, due to the health emergency. Within this scenario, in July 2020, The National Chamber of Fashion launched the very first **Milan Digital Fashion Week**.

The event represented a tangible response to the need for promotion and communication of enterprises in the sector and – through a mix of physical events, digital platforms and social networks – it reached **over 10 million users**. Also during the Milan Fashion Week in September 2020, the digital platform hosted an extensive and varied programme, available to all operators in the sector. Based on its commitments undertaken with the Chamber of Fashion, the Administration supported the initiative with the development of a dedicated communication plan.

● Milano Loves Italy | Support for small and medium fashion enterprises

In order to support the Italian chain and SMEs during the Covid-19 crisis, a project called *Milano Loves Italy - Supporting Small and Medium Fashion Enterprises*, an initiative **promoted by White and Camera Showroom Milano**, appreciated by the fashion chain operators and institutional actors, including the Municipality of Milan. During the Fashion Week in June and September 2020, Milano Loves Italy launched a series of initiatives spread across the territory: shops, boutiques, concept stores and showrooms made their showroom spaces available free of charge to allow young craft designers to present their creations. The Municipality of Milan supported the development of the entire project with dedicated communication campaigns and support during the realisation of events, in particular those open to the general public.

● Milan Design City | Design for the recovery of the sector

The **Milan Fall Design Week** did not take place in 2020, but some long term operators expressed their desire to do something to valorise the sector during the pandemic and to support its recovery. For this reason, the Administration promoted Milano Design City: a programme of hybrid appointments, both physical and digital organised during the Fall of 2020.



The numbers of the
Milan Digital
Fashion Week

● 105,592,409 users reached

MILANO FASHION WEEK

18 - 24

02
20

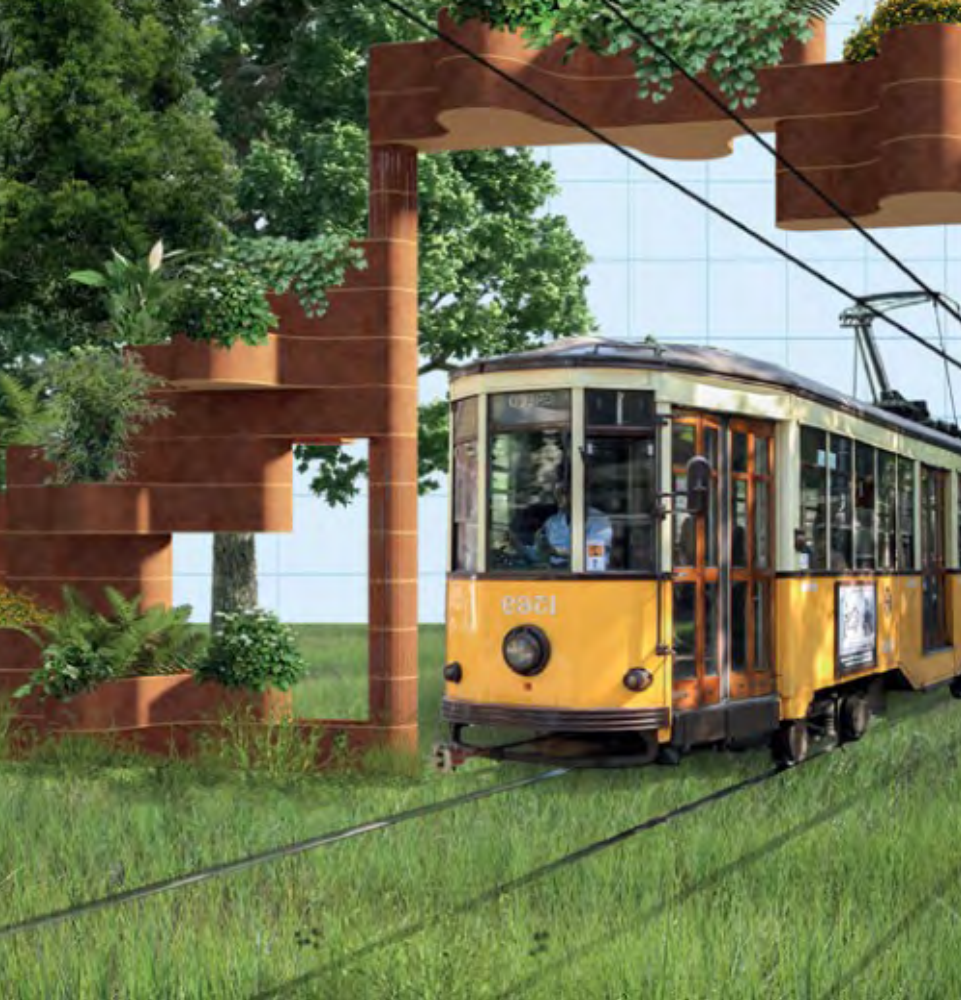
We are the only fashion city that restarted with a mix of physical and digital events. The contribution of fashion and design is also project based: both are giving valuable inputs to reorganise the city's lifestyle and to develop a different idea of the future

#MFW
cameramoda.it
yesmilano.it



Cristina Tajani

Councillor for Labour Policies,
Productive Activities, Commerce and
Human Resources
Municipality of Milan.



Post Covid Design



Visit the [yesmilano.it](https://www.yesmilano.it) website to view and download the 30 solutions for the layout of public and private sector spaces selected by the assessment commission.

#MILANO CREATIVA | FOR THE 15-MINUTE CITY

Layout of public and private sector spaces | A call for open source design solutions

With the approval of the *Milano 2020* document, *Adaptation Strategy*, the Municipality of Milan has identified – among other things – the need to **imagine new design solutions** for the reorganisation of **public and private spaces**. With this objective in mind, in May 2020 the Administration published a call addressing the design world to gather proposals and projects to guarantee the reopening and the use of open spaces, services and retail shops or craft workshops in accordance with the rules on social distancing.

In order to facilitate the maximum circulation of proposals and to nurture debates on intellectual property and copyrights, the municipality asked designers to issue their works under a Creative Commons license of their choice.

45 proposals were received from design studios, research centres and self-employed professionals based in Milan, Italy and abroad.

The projects were assessed by a committee composed of representatives of the Municipality of Milan, the Triennale di Milano, the Industrial Design Association, the Politecnico di Milano and trade associations. The 30 approved proposals can be viewed on the [YesMilano.it](https://www.yesmilano.it) website, in the Post Covid Design section.

As part of the same initiative, in July 2020 the Association of Architects of Milan promoted a workshop dedicated to young architects under 35 years of age. The results of the workshop were presented at the Milan Design City event organised by the Municipality of Milan in October 2020.



Totem S.n.c di Paolo Cogliati & C. - Milano



HI-INTERIORS S.r.l. - Milano

For over 10 years I have been living the Milano Design Week in front of and behind the scenes. Apart from the event itself, it is an opportunity to talk about projects and research, technical solutions and creative practices. It combines beauty with questions, fun and authentic relationships. In Milan, design has proved to be part of a new contemporary humanism: a powerful sociocultural activator, to be nurtured and allowed to evolve.

Fulvia Violetta Ramogida
Exhibition Specialist

We offer a new way of "starting from scratch", to commit oneself to an activity that can fuel the engines of our youngsters. A base, a rhyme and a bit of imagination are the simple but powerful instruments of the Italian hip hop and rap world. Tools that help youngsters channel their energies and skills, and create a better life for themselves, their families, and society as a whole.

INSIDE THE BEAT OUTSIDE THE BOX
232 APS, Stadera-Gratosoglio



A Music Innovation Hub demonstrating the need for stable, independent landmarks that can connect public and private sectors to drive the music ecosystem. At Base we have created a social hub that connects different entities with the objectives of Agenda 2030 for sustainable development.

Dino Lupelli
General Manager Music Innovation Hub



For about twenty years we have wandered the city in search of temporary living spaces, trying to build new relationships among people through festivals, urban design, concerts and cinemas. Then we felt the need for a roof under which to continue in a continuous and less frenetic manner which led us to Base: an eternal worksite.

Nico Bini
BASE Milano

MilanoXL was a significant celebration of Italian creativity and our Know How, in which Altgamma participated with one of the seven projects on the topic of High Italian Manufacturing that is represented by our member companies. The result of this initiative, whose success is also thanks to the Department of Productive activities, Trade, Fashion and Design of the Municipality of Milan, testifies our ability to develop our know-how and the value of the Economy of Beauty that distinguishes us throughout the world.

Stefania Lazzaroni

General Director of Fondazione Altgamma



Photo credits: Denisa Babics



White Milano, the fashion research exhibition founded by Massimiliano Brizzi and Brenda Bellei in 2002, confirmed itself as a leader in its sector from the outset, and is dedicated to the state-of-the-art research into women's fashions, and knows how to combine and communicate its scouting talent to the best, the valorisation of Made in Italy, the promotion of sustainability. It triggered a remarkable change in the system, impacting the textile chain and supporting the allied enterprises of the city of Milan. La manifestazione Season after season the event has put on stage the best international fashion SMEs and obtained from its first editions the patronage of the Municipality of Milan, locating itself in the BASE spaces. Since 2011, thanks to the constant support of the Council Department of Cristina Tajani, White's communication has become even more effective, thanks to the institutional channels made available by the municipality, but above all to the support and proximity of the Administration in valorising the institutional moments of the exhibition itself.

Massimiliano Bizzi and Brenda Bellei Bizzi

Founder and CEO WHITE Milan

When, in 2000, my husband Flavio Lucchini and I, opened Superstudio Più in Via Tortona (almost twenty years after the first Superstudio dedicated to the image of fashion in Via Forcella), we were very clear about the fact that our background in communication, art, design and fashion, that had already contributed to the transformation of the "Tortona District", would be the recurring theme of the new project. With the support of the municipality, the tireless presence of Cristina Tajani, the idea of a pioneer "exhibition district" became a "movement" that has involved the whole city with fashion and design and has made it the capital of creativity.



Photo credits: Giovanni Gastel

Gisella Borioli

Co-founder di Superstudio Group



Photo credits: Alessandro Mitola

After our fortunate experience with Fuorisalone.it, we launched the idea of a permanent design district in Brera, but we did not imagine that the word "district" would become common use to define a territorial project in the city. We cannot deny, however, that Brera Design District is the offspring of Fuorisalone and Milan and it was easy to grow together with these two entities made up first of all by people and then by professionals who love their city.

Paolo Casati and Cristian Confalonieri

Brera Design District and Fuorisalone.it

#Milano Agrifood

A circular city based on local sources

Milan is (also) an agricultural metropolis. Although in recent years the narrative of a smart city has prevailed, one that is hospitable to innovative startups, fashion and design, in Milan more than 15% of the soil within the municipal borders and more than 40% of the metropolitan area is dedicated to agriculture. By combining these different vocations, the city has built its own identity as the "capital of food", proposing an original synthesis between sustainability, circularity and the ability to build new imaginaries: from star chefs to the recovery of food surpluses, to the prestigious schools in agribusiness and management in this sector.

The challenges faced included the reconstruction of a new vision of urban-rural relations, promoting a multifunctional agriculture capable of producing healthy food, preserving resources and redesigning the landscape. But also to prevent waste, to imagine new models of reuse and recycling of agri-food industrial products and to build new financial instruments for sustainability.

Not only technological innovation, but new relationships among economic and social actors, where technology serves as leverage to enable better use of the goods and resources available.



Rossana Torri
Project Manager OpenAgri

MAP OF PROJECTS IN THE AGRICULTURAL SOUTH PARK



IL CAPITALE URBANO
Five years of policies focused on
innovation, inclusion and local
development in Milan



◆ OPENAGRI FARMLAND

OPENAGRI PLACES AND PROJECTS

1 Cascina Nosedo

2 Aquaponic greenhouse

3 - 7 Start-ups and financed projects

8, 9 OTHER AGRIFOOD PROJECTS

The Interventions
of **OpenAgri Project**
2016 | 2021



Animation and awareness

Territorial animation, artistic residencies and
hackathon to rethink the future of
urban agriculture



Cascina Nosedo Regeneration

Transformation of an old farm into an
innovation centre for agriculture



Support for innovation projects

Support for 18 innovative activities in 30 hectares of
communal farmland and for the creation of 5 peri-urban
agricultural start-ups.



Aquaponic greenhouse

Creation of an aquaponic greenhouse to combine fish
breeding and indoor vegetable cultivation

Openagri: agriculture and innovation

In recent years, the Administration has worked to rebuild in the peri-urban area **an innovative and sustainable food supply chain**, encouraging the experimentation of new technologies in local production.

In 2016, the Municipality of Milan launched the **OpenAgri** project, funded by the European UIA - Urban Innovative Actions programme.

Between 2017 and 2021, OpenAgri completed a number of activities, including the transformation of an old farm into an innovation centre for agriculture, to demonstrate how the hybridisation between peri-urban agriculture, culture, entrepreneurship and new technologies can innovate the sector, regenerate spaces, create new opportunities.

18x30Lab | 18 innovative activities x 30 hectares of agricultural land

In 2019, OpenAgri launched 18x30Lab, **a public call for proposals for technological and social innovation projects** to be developed in 30 hectares of public agricultural land. Among the 18 winning ideas, there was a startup that produces beer with barley cultivated in the land around the farm, a startup that produces microalgae with a circular process of valorisation of production waste, a service using bicycles to distribute bouquets of flowers of sustainable local cultivation, a bakery that uses spelt cultivated in the project land and many more.

Local art and culture | An artistic residence in the countryside

OpenAgri also launched a call for proposals for an artistic research and production residence. From the 37 proposals received from 14 countries around the world, the **MIST project was selected: a path of animation of the territory with a participatory performance by the collective DOM.**

Conferences and events | Innovating the sector with widespread agricultural culture

OpenAgri also promoted **public meetings and events addressing the city.** These included "Labs" to introduce oneself to the city, "Future Fields", a hackathon with 32 students to rethink the future of urban agriculture, and "Promised Land", two days in workshops to discuss the future of urban production and consumption.



Cascina Nosedo

Future Fields – Urban farming for the Milan of Tomorrow



On the OpenAgri website visitors will find the report and materials of the Hackathon Future Fields – Urban Farming for the Milan of Tomorrow dedicated to defining the scenarios of future peri-urban agriculture



OpenAgri

In 2017, OpenAgri won the Forum PA 10x10 Award, positioning itself among the hundred projects to change the Public Administration in the smart agriculture sector.

OpenAgri is a quality project, which will offer new professional and entrepreneurial opportunities, thanks to the requalification of the Cascina Nosedo and the realisation of an attractive and avant-garde agricultural hub in the "Porto di Mare" area.

Cascina Nosedo | an innovation hub for the peri-urban agriculture

Cascina Nosedo is **a historic farmhouse in the Vaiano Valle area**, in the Parco della Vettabbia, an agricultural area 8 km from the centre of Milan. It is a location where the city and the countryside meet and where the agricultural production in Milan was once focused. The OpenAgri project led to the redevelopment of some spaces outside and inside the farm, to transform it into an integrated hub of agricultural innovation.

The former stable has become **a 500 m² hub, dedicated to the new forms of innovative entrepreneurship in the peri-urban agriculture sector**; another space, on the other hand, was transformed into an aquaponic indoor production plant for vegetables. Today, Cascina Nosedo is set to become an important centre for innovation in the local agricultural sector. It hosts offices, coworking areas, laboratories, a workshop for sector innovators, analysis equipment of agricultural products and electric cargo bikes, made available to manage the logistics of the products.

NextAgri | OpenAgri's experience for other cities

In 2021, in the wake of OpenAgri, the Municipality of Milan was selected for **NextAgri**: the European project that supports cities in replicating successful projects and positive experiences funded by the EU.

With NextAgri, the Municipality of Milan works alongside three European cities - Almere in the Netherlands, Stara Zagora in Bulgaria and Vila Nova de Gaia in Portugal - to reproduce in their respective contexts the experience of OpenAgri through the sharing of good practices and the exchange of knowledge.

Partnerships and collaborations

The Open Agri project was realised in collaboration with **15 organisations** in the university, associative and entrepreneurial world including the Chamber of Commerce of Milan, Monza, Brianza and Lodi, State University of Milan, Parco Tecnologico Padano and Fondazione Politecnico di Milano.



Beppe Sala
Mayor of the City of Milan

Reflow

Food and innovation for circular cities

In a dynamic environment such as Milan, the fight against **food waste** is fundamental to prevent the onset of negative effects throughout the entire agri-food chain and the environment. With this in mind and with the aim of making the city more circular and sustainable, in 2020 the Municipality of Milan launched the European project Reflow funded by the Horizon 2020 programme.

Reflow involves six European cities including Amsterdam, Barcelona, Paris and Berlin. In each city, the project promotes the implementation of Pilot Actions to test new circular business models on different themes, assessing their economic, social and environmental impacts. The Municipality of Milan, in partnership with the Politecnico di Milano and two city fablabs, chose to focus on the topic of agrifood.

In continuity with the Expo 2015 related activities, and in collaboration with Milano Food Policy, the project aims to demonstrate how the reconfiguration of food flows can facilitate the transition towards **more sustainable city models**.

Reflow works on the flows that pass through the Foody Hub, paying particular attention to the supply network of the covered municipal markets, with the aim of reducing waste and re-circulating, reusing or recycling surplus food resources. The project focuses on **tracking the flow of products** that circulate between producers, wholesale and retail traders, and involves several actors including associations and startups that recycle and redistribute waste products. With this type of analysis – called Metabolix Flux – Reflow contributes to the construction of an even more circular city.

Glossary

Metabolic Flux Analysis (MFA) | literally means the metabolic analysis of fluxes, is a type of mapping based on the systematic evaluation of material flows and reserves along a specific supply chain, in a defined context in terms of space and time. It is a data-based methodology that represents a strategic analysis method for an urban environment.



Reflow

In December 2020, Reflow was selected by the European Commission as an example of good practice in the latest report "Integration of Social Sciences and Humanities in Horizon2020", the paper assessing the integration of social sciences and humanities (SSH) within the Horizon2020 programme

Foody Hub



The numbers of Foody Hub

- 373 varieties of fruit and vegetables
- 589,000 tons of fruit sold each year
- 542,000 tons of vegetables sold each year
- 71% Italian products
- 29% foreign products

Recup

○ #MILANO AGRIFOOD | SPACES IN THE CITY

Foody Hub

The largest fruit and vegetable market in Italy

The Foody Hub fruit and vegetable market is the largest wholesale market in Italy in terms of the quantities of products sold, it is **one of the most important wholesale food markets in Europe**.

Foody Hub manages flows of goods from all over the world: most wholesalers - 71% - market Italian products, while 29% sell products of foreign origin.

Foody Hub is managed by SO.GE.M.I. – Società per l'Impianto e l'Esercizio dei Mercati Annonari all'Ingrosso di Milano – the joint stock company that manages, on behalf of the Municipality of Milan, all the City wholesale agrifood markets, guaranteeing their operations through the provision of qualified services aimed at supporting the commercial activities carried out by the operators.

Each year the total amount of fruit, vegetables, pulses and aromatic herbs, that transit through the Foody Hub totals **over one million tons of food** and over 373 varieties of fruit and vegetables, 88 of which come from Lombardy.

Today the market is the main source of supply of fresh products not only for the City, but also for the entire province of Milan.

Did you know that ...



In the area that hosts the fruit and vegetable market, there are also fish and meat markets. The former is another strategic hub: in fact, it manages about 14,000 tons of more than 600 species of fish and seafood sold a year originating from 78 different countries

Milano Food City: the Fuorisalone of taste, with haute cuisine, street food and sustainability



Corriere della Sera | WHERE
2 August 2017

Food for social sustainability

Promoting healthy and conscious nutrition also means encouraging responsible and solidarity-based behaviour. For this reason, the Municipality of Milan has engaged in supporting initiatives and projects for the promotion of food culture and the sustainability of the supply chain.

Milano Food City | food culture for good, healthy nutrition

In 2015, EXPO brought three topics to the centre of global debate: sustainability, healthy nutrition and the fight against food waste. In the wake of the heritage of these issues and with the aim of bringing together the operators of the agrifood chain and consumers, from 2017 to 2019 the Municipality of Milan promoted the Milano Food City project.

With a calendar of widespread events taking place from the most remote areas to the city centre, Milano Food City presented a food and nutrition culture, raising awareness amongst citizens on the fight against food waste. With over 800 appointments and events in public and private sector areas, Milano Food City also stimulated initiatives of solidarity between organised large-scale distribution, producers and non-profit organisations in the redistribution of food to people in need. During the Food City week, a solidarity tour accompanied all the events, collecting commodities to be redistributed in the city. 7 tons of food were collected in 2017; in 2018 this figure doubled, reaching a total of 15 tons.



Milano Food City



Parco Agricolo Sud

#MILANO AGRIFOOD | STORIES, VOICES AND FACES

The idea was conceived because during the pandemic the food emergency was affecting many inhabitants in the area and so we decided to help them using the food we collect. With the funding obtained from a civic crowdfunding we were able to continue and expand this opportunity in the entire district, installing tunnel greenhouses to guarantee cultivation and activity in the vegetable gardens all year round.

Our aim is to find jobs for disadvantaged people. We currently employ 10 people, 7 of whom are fragile. In the via Maconago area we grow fruit and vegetables that we sell to restaurants or in our own shop in via Feraboli.

We set up the shop thanks to the Startupper call for proposals: in addition to the funding, it was an important recognition of the social value of our business.

Andrea Miotti

Agrivis - Cooperativa Sociale Agricola
Parco Agricolo Sud



MadreProject, Scuola del Pane e dei Luoghi aims to diffuse a new generation of craft bakers everywhere, to generate work, happiness and reconnection with the Earth! The project foresees the launch of a non-profit school located in the district village of Chiaravalle, to train craft bakers of the future on the use of mother yeast and fermentations, free seeds, whole supply chains, territoriality, with an eye on the Mediterranean and diversity.

GREEN AT THE END OF THE TUNNEL
Ortocomuneniguarda APS
Niguarda



Paolo Bossi
Birra Corvetto



We were selected as a partner of the OpenAgri project by the Municipality of Milan. We pooled our knowledge of the agrifood system, starting from the farmer, integrating it with the skills and objectives of the other partners. Agro-ecology is a development driver, it is an area of integration between different actors, the success of an enterprise, in fact, depends on the systemic approach.

Stefano Bocchi
UNIMI partner OpenAgri



MOTHER PROJECT,
Associazione Terzo Paesaggio, Chiaravalle

The Nosedo purifier comes with new technological baggage that allows the complete reuse of the water processed by the plant. And it is important to have a showcase like the Parco della Vettabbia and Cascina Nosedo to show what actually happens, to involve the citizens and to highlight a direction of development for the entire area.

Andrea Aliscioni
MM



We both come from the finance world and have turned to flowers. The idea is based on what is already happening abroad. In Milan, we offer a bicycle delivery service of fresh flowers on a subscription basis. It is an opportunity for a "Zen moment", to stop and look at something beautiful, to take care of it. This pleasure moment is becoming immensely popular among our customers

Roberta Bajoni and Nadia Benatti
Fioreurbano



Reflow in Milan is an excellent example of intervention on the urban metabolism of the city, important both to boost an awareness that influences the behaviour of citizens, and also to track the flows of food and the distribution system constituted by the covered markets, temporary markets and the recovery of food raw materials.

Stefano Maffei
Polifactory, Politecnico di Milano



Participating in the co-design workshops within the Reflow project was an interesting opportunity to engage in discussions with other stakeholders and an important moment to analyse our daily activity from the outside, highlighting its strengths even further and trying to solve the weaker aspects. We learned a lot and hope to see the overall results of the project soon.

Eleonora D'Elia
RECUP



We set ourselves the objective of restoring the naturalness and profitability that agriculture needs by using acquaponic technologies and creating an organic system in symbiosis between fish and plants. The greenhouse is just a few meters from the Cascina di Nosedo and we have the services of the water purifier at our disposal.

Davide Balbi
Agricoltura 2.0,
OpenAgri partner



Department of Labour Policies, Productive Activities, Commerce and Human Resources and Urban Economy and Employment Directorate



Economic Innovation and Business Support Project Division

#ABOUTUS | THE DEPARTMENT

The Department of Labour Policies, Productive activities, Trade and Human Resources of the Municipality of Milan defines policies to promote and develop jobs, enterprises, trade, crafts, production and financial activities, services and self-employed professions in the city. It also coordinates actions at a smart city, fashion and design, and human resource level.



Commerce and Production Activity Area

Employment and Training Area



Councillor: CRISTINA TAJANI
Staff: Ermanno Tritto, Fiorella Imprenti, Francesco Pizzorni
Press Office: Mauro Rocco

IL CAPITALE URBANO
Five years of policies focused on
innovation, inclusion and local
development in Milan



Comune di
Milano

URBAN ECONOMY AND LABOUR

This is Municipality of Milan's department that follows the guidelines of the Council Department, designs and implements urban policies for the economic and employment development of the city. It coordinates the activities in the "Trade and Productive Activities" "Labour and Training" and the project management of "Economic Innovation and Enterprise Support" areas. By means of the dedicated unit, it also manages the policies as regards to Fashion, Design, and Cultural and Creative Enterprises.

DIRECTOR:

RENATO GALLIANO

Economic Planning Unit:

Lucia Scopelliti (until December 2020)

Fashion, Design and Creativity Unit:

Patrizia Bisio (until October 2019)

and Patrizia Bertocchi

Transversal function unit:

Cinzia Maria Stella Caldarulo

COMMERCE AND PRODUCTION ACTIVITY AREA

This is the area that deals with the policies for the trade and production activities, the craft industry and self-employed professions. With the relaunch of the covered municipal markets and the issue of authorisations, permits and licences, the Area now contributes to the vitality and social cohesion of the districts.

DIRECTOR:

PAOLO SERIS

Fare Impresa SUAP, Digitising and Orientation Unit:

Maria Grazia Fantinelli

Claims, Administration and Entertainment Unit:

Mario Dino Bonzi

Markets COSAP and SOGEMI Management

Unit: Federica Marchetti

Project Unit for the Commercial Valorisation of the Territory:

Donata Radice

Programming and Commercial Management

Unit for Public Areas:

Francesco Amato

Commercial Urban Planning Unit for

Permanent Enterprises:

Sara Cornegliani

EMPLOYMENT AND TRAINING AREA

It is the area that plans and manages training and preparatory activities for job placements. The Area also conducts surveys and studies on the subject, orientation activities, professional retraining and job placements with dedicated information desks. In addition, within the European project framework, it also promotes initiatives on the topics of work, training and life-work reconciliation.

DIRECTOR:

ROBERTO MUNARIN (until August 2021)

and LORENZO ROSSIGNOLI

Job Market Unit:

Giuseppina Corvino

Labour Training Unit 1-4:

Mario Allodi, Elena Manenti, Andrea Giuseppe

Giovanni Marziani, Raffaella Restelli

Labour Training Unit - Coordination:

Valentina Salis

ECONOMIC INNOVATION AND BUSINESS SUPPORT PROJECT DIVISION

This Directorate manages the social innovation, collaborative economy, smart city and the new urban manufacturing policies. It also supports the innovation ecosystem with grants for startups and enterprise development.

DIRECTOR:

ANNIBALE D'ELIA

Smart City Unit:

Clara Maddalena Callegaris

Economic Innovation Unit:

Virginia Valeria Bonsignore

Social Economic Unit:

Maria Rosaria Becchimanzi

(until December 2019) and Filomena

Dragonetti

#ABOUTUS | THE DIRECTORATES

DEPARTMENT OF ORGANISATION AND HUMAN RESOURCES

It is the Department that promotes and coordinates the organisational, economic and training management of employees of the Municipality of Milan. The Department is divided into three areas, and also monitors, controls and assesses the performance of all employees and the entire Agency.

DIRECTOR:

VALERIO IOSSA

Transversal Programming and Function unit:

Diego Ferrario

HR Training System Unit: Diego Ferrario

Economic Fund Management and Trade

Union Relations Unit:

Elena Miglia

ADMINISTRATION AREA HUMAN RESOURCES

It is the Area that manages the employment relationships with the Municipality of Milan employees and all the related administrative, legal and contractual aspects. The Area also provides consultancy services on social security to employees and other institutions of the Agency, and supports the other Departments as regards to the organisation and management of personnel.

DIRECTOR:

FRANCESCO LONGONI

Administration Unit:

Santina Carini

Salaries and Wages Unit:

Luciano Cedro

Social Contributions Unit:

Francesco Costabile

Transversal Legal Affairs Unit:

Giovanni Nicola Cavalleri

HR AND PROFESSIONAL DEVELOPMENT AREA

It is the area that collaborates with General Management for the defining of the organisational policy of the Municipality of Milan, and the defining and management of the organisational interventions of the Agency. The Area develops the training strategy of the Agency, organising the provision of such services, as well as defining - with General Management - models and systems for the programming, measuring and assessing of individual and organisational performance.

DIRECTOR:

MARINA RISTORI (until May 2021)

and LUCIA SCOPELLITI

Professional Training, Updating and Development Unit:

Annamaria Butti

Organisation Unit:

Maria Teresa Bagalà

Organisational and Individual Performance Unit:

Roberto Lunetta

Innovative development unit for Organisational Sustainability:

Chiara Laura Bonomo

HR RECRUITMENT AREA

It is the area responsible for the management and implementation of the HR recruitment policies for the Municipality of Milan and for the management of all the related procedures. The Area supports Management in preparing the HR Requirement and Deployment Plan and the stipulation and management of all individual employment contracts.

DIRECTOR:

PAOLA SURIANO

Applications and Recruitment Unit:

Sandra Marie Campisi

Employment and Contracts Unit:

Paola Colombo

M.C.D. Unit:

Elisabetta Sandra Toscani



IL CAPITALE URBANO
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innovation, inclusion and local
development in Milan

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